

NORTH CAROLINA STATE UNIVERSITY
JOINT FACULTY & STAFF SENATE MEETING MINUTES

APRIL 1, 2024

3:00 PM

Regular Meeting No. 13 of the 70th Session SAS Hall, RM 1102 April 1, 2021

1. Opening Remarks - *Herle McGowan, Chair of the Faculty; Alan Porch, Staff Senate Chair*

Chair of the Faculty Herle McGowan opened the meeting by acknowledging the substantial changes experienced by the institution since the start of the pandemic, highlighting the ongoing adjustments to a new hybrid world. McGowan emphasized the importance of understanding the evolving roles, responsibilities, and challenges faced by both faculty and staff, noting that these groups likely share more challenges than they realize. The primary motivation for the meeting was to bring together the senates as shared governance bodies to amplify the voices of faculty and staff, with a particular focus on addressing common challenges such as salary and retention. McGowan mentioned that representatives from university human resources were present to discuss these issues and answer questions, expressing hope that the meeting would be both interesting and informative for all attendees.

Alan Porch, the Staff Senate Chair, expressed enthusiasm for the opportunity to gather as a community, reflecting on the tradition of adopting motivational taglines at the start of each new term. For the current year, inspired by a collective belief in the power of unity, the executive committee adopted the motto: "Be the community we want to be, build the community we want to see for a better NC State." Porch emphasized the significance of meetings like the current one in fostering a strong, robust community capable of enacting meaningful and lasting change. Echoing Herle McGowan's earlier remarks, Porch highlighted the importance of bringing the senates together to amplify the voices of faculty and staff, underscoring the fundamental value of community in their collaborative efforts.

Before moving to the main presentation of their meeting, Herle McGowan outlined some standard procedural matters. These included the approval of minutes from the last meeting, with faculty senators being asked to vote electronically on a slightly updated version of these minutes by the end of the

following day. Staff senators were informed that the approval of their previous meeting's minutes would take place during their usual meeting on Wednesday.

McGowan also mentioned the usual section for opening remarks, highlighting that both she and Alan Porch, the Staff Senate Chair, had coordinated their remarks for the day. She noted the Faculty Senate's advisory role to the Provost, mentioning the Provost's usual attendance and participation in Faculty Senate meetings for standard business. Unfortunately, the Provost was unable to attend the current meeting due to a scheduling conflict.

Staff Senate Chair, Alan Porch, described the Staff Senate's advisory role to the Chancellor and its direct advisory relationship with the Associate Vice Chancellor for Human Resources, Tim Danielson. Tim plays a crucial role in guiding the Staff Senate on whom to contact for issue resolution and provides administrative updates on a wide range of topics, including salary changes, UNC System policy, and university procedures.

2. University Human Resources Remarks - *Tim Danielson, Associate Vice Chancellor, University Human Resources*

Tim Danielson, the Associate Vice Chancellor for Human Resources, focused his remarks on the topic of compensation, acknowledging its complexity and the mixed reactions it often elicits. He emphasized the commitment to honesty in discussing compensation, recognizing that some information might be well-received while other aspects could be less favorable. Danielson outlined the approach to presenting specific items requested for discussion, suggesting that allowing the presentation to unfold through slides would be most effective for addressing questions that might arise.

The presentation was set to cover several key areas:

- Salary ranges for faculty and staff.
- Career banding, particularly for SHRA staff.
- Salary compression issues for both faculty and staff and efforts to address them.
- Strategies for retaining faculty and staff, especially when they are required to take on more responsibilities.

Danielson stressed the importance of staying at a high level during the discussion due to the broad and diverse audience, suggesting that more specific, individual concerns could be addressed in a more appropriate setting outside the

meeting. He mentioned that while the presentation would provide an overview, colleagues Margaret Erickson and Ryan Bernarduci would offer more detailed insights into the development of salary ranges, market points, and related topics. Danielson encouraged keeping questions general to make the best use of everyone's time and reminded attendees that they could always reach out to him or his team for more personalized inquiries.

3. Understanding How HR Affects Faculty and Staff, Presentation and Q&A -
Tim Danielson, Associate Vice Chancellor, University Human Resources;
Margaret Erickson, Assistant Vice Chancellor, HR Operations; Ryan Bernarduci,
Director, Human Resources Information Management Administration

The main presentation, "Understanding How HR Affects Faculty and Staff," led by Tim Danielson, Associate Vice Chancellor for Human Resources, along with Margaret Erickson, Assistant Vice Chancellor for HR Operations, and Ryan Bernarduci, Director of Human Resources Information Management Administration, delved into several key areas concerning compensation and HR policies:

Context and Governance: The University is part of the UNC System, which operates under the Board of Governors, with the majority appointed by the State's General Assembly. Compensation for SHRA employees and others falls under the purview of the Office of State Human Resources and is largely determined by the General Assembly through the biennial budget planning process.

Recent Compensation Changes: An increase in base pay was highlighted, which was part of the 2021-2025 biennial budget. This increase took effect in the fall of 2024, with a 3% increase scheduled for July 1, 2023, and another on July 1, 2024. These adjustments are part of the state's ongoing efforts to revisit and adjust compensation for state employees.

NC State's Employee Value Proposition: Despite the complexities of compensation, NC State was presented as an excellent place to work, with a distinctive employee value proposition that highlights the university's strengths and offerings to its employees.

Salary Ranges and Structures: Margaret Erickson provided an overview of salary ranges for staff, explaining that these are established and maintained by the UNC System Office. Each salary range has a minimum and maximum, with the

spread between these two points considered the full salary range. Examples were given to illustrate how these ranges are applied to specific job families and positions.

Market Reference Points: The presentation also covered how market minimums and maximums serve as reference points for determining if salaries are competitive, with the expectation that 50 to 75% of all salaries should fit within these market reference points. Base salaries are aligned with expected market conditions, considering the geographic area and comparable institutions for specific job categories. The classification compensation team regularly reviews these market reference points to ensure competitiveness and fairness.

Variability in Market Placement: Not all employees will be at the market rate, especially those new to their roles or those in the process of growing within their roles. Salaries for such individuals might range between the minimum of the salary range and the market minimum, reflecting their experience and growth potential.

Career Banding Structure: The presentation outlined the career banding structure for SHRA (Subject to the Human Resources Act) employees, which is organized into job families, branches, classification levels, and step levels. This structure helps categorize positions based on the type of work, specific job functions, and competencies required, with positions classified into contributing, journey, and advanced levels.

Salary Ranges and Market Reference Points for SHRA: SHRA salary ranges also have minimum and maximum limits, with three market reference points falling between these limits for each job family, band, and classification. Each classification level, such as a business officer, has its own salary range and market reference points, which are further differentiated by contributing, journey, and advanced levels.

Resources and Further Information: Attendees were encouraged to visit the university's HR website for more detailed information on the banding structure, including competency profiles for every level and position within the SHRA framework. This resource is designed to provide clarity on the expectations and requirements for each role, as well as the salary structure associated with it.

The presentation continued with detailed explanations on the methodology used for determining salary ranges for university staff and faculty, focusing on the following key aspects:

Example of SHRA Salary Ranges: An example was provided for the University Program Specialist position, illustrating how salary ranges are structured with minimum, contributing market reference rate, journey, advanced reference rate, and maximum. This structure is designed to reflect competency levels and the scope of work, ensuring salaries are competitive and equitable.

Tenure and Tenure-Track Faculty Salary Ranges: Ryan Bernarduci discussed the methodology for developing salary ranges for tenure and tenure-track faculty, emphasizing the use of market survey sources such as the CUPA (College and University Professional Association for Human Resources) salary survey and Oklahoma State survey. These surveys are widely recognized and provide comprehensive data for benchmarking faculty salaries at research-intensive institutions.

The presentation further highlighted the importance of market reference points, determined by the 4-digit CIP (Classification of Instructional Programs) codes, which strike a balance between being too broad or too specific. These reference points help in aligning faculty salaries with those of peer institutions within the same discipline.

Collaboration with Academic Departments: The process of setting and reviewing salary ranges involves collaboration with deans and HR assistants from various academic departments. This ensures that the assigned CIP codes and resulting salary ranges accurately reflect the disciplines and specialties within the university.

Board of Trustees Approval: Once developed, the salary ranges are presented as information items to the Board of Trustees for review and approval, following endorsement by the Provost and the Chancellor. This step ensures transparency and governance oversight in the process of setting salary standards.

Salary Range Methodology: The methodology for setting salary ranges involves using a range minimum of 80% of the market reference rate derived from survey data, with the market reference rate being the average of the median and average salaries reported in the surveys. An aging factor is applied to account for

the time lag between data collection and the effective date of the salary ranges, ensuring they remain competitive and reflective of market shifts.

Market Reference Rate Adjustments: For different faculty ranks, the maximum salary range is adjusted using a multiplier to accommodate the broader range of salaries needed, especially for named, distinguished faculty, and department heads returning to faculty positions. This approach helps to address the specific salary needs at various faculty levels.

Professional Track Faculty Salaries: Discussions have been ongoing about establishing salary ranges for professional track faculty, but challenges arise due to the lack of consistent survey data and varying compensation methods across institutions. Efforts are being made to find a stable methodology, but it remains a groundbreaking area with no established practices to follow.

Salary Compression: Salary compression has been a persistent issue, exacerbated by the Great Recession when state funding for institutions leveled off, leading to stagnated salaries due to the lack of budget for wage increases. The 2023-2024 year saw some relief with state budget processes including base salary increases and a cooling market, but salary compression remains a significant concern.

The Q&A portion of the presentation addressed several critical issues, including salary compression, systemic improvements, and the administrative support needed to manage increased workloads effectively. Key points discussed were:

Salary Compression: The phenomenon of salary compression, particularly among faculty, was highlighted as a significant concern. It was noted that market pressures have continued to push salaries for new hires upward, sometimes resulting in new assistant professors being hired at higher wages than tenured associate professors. This issue has been exacerbated by decreased state support for higher education, leading to lesser salary increases and a growing intensity of compression among staff as well.

Efforts to address salary compression include advocating with the General Assembly for higher salaries to alleviate or slow compression. The presentation mentioned the use of Labor Market Adjustment (LMA) funding provided by the state to address points where individuals were significantly below market salary levels. There's ongoing advocacy for additional LMA funding to help further address market disparities and compression.

Systemic Improvements and Administrative Support: Concerns were raised about inefficient systems placing extra burdens on staff and faculty, with specific examples such as the potential loss of a million-dollar grant due to administrative delays. The need for the institution to do a better job supporting faculty, especially in research support, was emphasized. The growth in research funding has not been matched by a corresponding increase in administrative infrastructure, leading to inefficiencies and overburdened staff.

Looking for Efficiencies: The discussion touched on the importance of finding efficiencies to manage the increased workload effectively. Suggestions included examining how artificial intelligence and other technologies could support faculty and staff work, thereby allowing more focus on mission-critical activities. The institution recognizes the need to improve support for research activities and is looking into ways to enhance administrative systems to keep pace with research growth.

Open Letter and Institutional Response: An open letter from the College of Design highlighted concerns about administrative inefficiencies. The response emphasized the institution's awareness of the need for systemic improvements and better administrative support for research activities. The Chancellor has acknowledged the dramatic increase in research funding and the necessity for the administrative infrastructure to evolve accordingly to support this growth effectively.

Staff Turnover and Vacancies: Concerns were raised about the increasing staff turnover and the impact of vacancies on institutional knowledge transfer. Tim responded by noting that turnover rates for 2023 were comparable to those in 2019, with a slight improvement over national averages. However, the Raleigh job market's competitiveness poses challenges in retaining staff. HR tracks turnover data by employee category, and efforts are ongoing to advocate for higher salaries to improve retention.

Modernization of SHRA Salary Ranges: The System Office completed a project to modernize SHRA salary ranges, which had not been adjusted since 2018. This modernization allows for a more accurate representation of where SHRA employees stand in relation to their salary ranges, providing a basis for advocating higher wages to the General Assembly. The adjustment aims to reflect the true market position of SHRA employees and support justifications for wage increases.

Career Progression for Staff: A question was raised about the lack of a clear career progression system for staff, similar to the progression from assistant to tenured professor for faculty. The query highlighted the desire for a structured career path within staff positions, such as moving from IT roles to higher positions like assistant director. There's an ongoing effort to create more defined career ladders for staff, particularly for EHRA non-faculty positions. The UNC System Office is working on adding job levels to provide clear advancement paths. Additionally, NC State is developing career counseling services to help staff understand their position within the organization and plan for career advancement.

Addressing Staff Turnover: Turnover rates for staff in 2023 were similar to those in 2019, with a notable dip in turnover during 2020 due to the job market's uncertainty. The university tracks turnover data by employee category and is working to advocate for higher salaries to improve staff retention, especially given the competitive job market in Raleigh.

Modernization of SHRA Salary Ranges: The UNC System Office has modernized SHRA salary ranges to more accurately reflect market positions, providing a basis for advocating higher wages to the General Assembly. This modernization aims to correct the misalignment where many SHRA employees were at or near the maximum of their salary range due to outdated salary structures.

Position Reclassification: The discussion highlighted the process for reclassifying positions, emphasizing that it's the position, not the person, that evolves to warrant reclassification. A position may be reclassified if its duties and responsibilities have become more complex or elevated, requiring a higher level of competencies and experiences. Supervisors play a crucial role in initiating this process by working with HR to update position descriptions and potentially elevate the position's classification.

There are mechanisms in place to reclassify positions when an employee's exceptional performance elevates the role beyond its original scope. This process involves updating the position description and considering a higher title to match the evolved duties and responsibilities. Reclassification does not require a new search for the position, allowing the current employee to continue in the elevated role.

The project to modernize SHRA salary ranges has been completed, with approval from the Governor's office. This modernization allows the UNC System Office to present accurate data to the General Assembly, advocating for salary adjustments to match market values. The process for EHRA non-faculty positions is underway, focusing on creating appropriate levels and developing salary ranges that reflect the market.

There was a concern about the perceived randomness or inconsistency in market rate comparisons for EHRA non-faculty positions. The discussion clarified that the UNC System Office is working on a project to address this by evaluating the need for additional job levels and modernizing salary ranges for these positions.

The ongoing project for EHRA non-faculty positions aims to standardize salaries by establishing clear job levels and corresponding salary ranges. This effort is separate from the SHRA project but follows a similar goal of ensuring salaries are competitive and reflective of market rates.

Challenges and Feedback: Questions were raised about the feedback from the General Assembly regarding the modernized salary ranges and the potential impact on staff and faculty salaries. The completion of the SHRA project is recent, and it is unclear if the System Office has communicated with the General Assembly yet.

Concerns Over Livable Wages and Staff Support: Comments highlighted concerns over livable wages for staff and the impact of staff turnover on faculty support. The discussion acknowledged the university's challenges in retaining staff due to competitive offers elsewhere and the importance of addressing these issues as a university-wide concern.

Elevating Roles and Reclassification: The session also touched on the process for reclassifying positions when an employee's performance elevates the role beyond its original scope. It was emphasized that reclassification is based on the evolution of the position's duties and responsibilities, not solely on the individual's performance.

There was a discussion about how SHRA employees can add more value to their positions by incorporating additional responsibilities or efficiencies, potentially leading to a reclassification to a higher level. This process involves a review and possibly a job study to ensure the position is classified correctly based on the

duties and responsibilities. Reclassifying positions is not considered difficult but requires a thorough review, including job studies and discussions with the employee and supervisor. The goal is to ensure positions are classified appropriately, reflecting the actual duties and responsibilities. This process supports staff growth and career advancement within their classifications.

Compensation for Additional Responsibilities: Questions were raised about compensating staff for taking on additional responsibilities, especially in the context of vacancies. Temporary salary supplements or additional compensation can be considered, particularly when staff members assume higher-level duties. The process involves reviewing the additional duties and determining the appropriate compensation level.

Advanced Level Positions and Funding: There was clarification that the notion most people should be at the contributing level and not aspire to advance is untrue. Positions are aligned with specific duties and responsibilities, and advancement is based on the evolution of those duties. However, departmental funding plays a crucial role in facilitating reclassifications and compensating for elevated responsibilities.

4. Faculty Senate Committee Updates

a. Academic Policy Committee - *Greg Tourino and Ken Zagacki, Co-Chairs*

The Academic Policy Committee is tasked with reviewing, modifying, and initiating policies related to undergraduate and graduate academic policies and regulations. This encompasses a broad range of areas including on and off-campus teaching and learning environments, faculty instructional development, faculty evaluation and assessment of teaching and advising, research, and the academic calendar.

The committee reviewed the policy on conferring degrees posthumously, examining the existing procedures and considering any necessary updates or clarifications.

There was a discussion focused on post-tenure policy, facilitated by Assistant Vice Chancellor for DASA (Division of Academic and Student Affairs), Justine Hollingshead. This discussion aimed to explore best practices and possibly refine the post-tenure review process.

A joint meeting with the Personnel Policy Committee was held to discuss class evaluation data. This IOC likely pertained to how class evaluations are conducted, analyzed, and used for faculty assessment and development. The update highlighted collaborative efforts between the Academic Policy Committee and other committees, such as the Personnel Policy Committee, indicating a cross-functional approach to addressing complex issues within the university's academic policies.

b. Governance, Communications and Recruitment Committee - *Kimberly Ange-van Heugten and Tamah Morant, Co-Chairs*

GoCore focuses on the governance and procedural aspects of the Faculty Senate. This involves reviewing and recommending updates to bylaws and ensuring the smooth operation of the Senate's governance processes.

The committee is co-chaired by Kimberly Van Horn and Tamam Morantz, who lead the committee's efforts in managing and overseeing the governance-related tasks of the Faculty Senate.

GoCore is tasked with periodically reviewing the Faculty Senate bylaws to identify sections that may need updates or revisions to reflect current practices and needs. The committee plays a crucial role in the recruitment process of Faculty Senators, ensuring that the Senate is composed of representatives who can effectively voice and address the concerns and interests of the faculty.

c. Personnel Policy Committee - *Walter Robinson and Michael Taveirne, Co-Chairs*

The PPC deals with a wide range of issues affecting faculty work, which often overlaps with the responsibilities of other committees. This year, the committee has focused on several key areas.

The PPC has been involved in discussions and work related to the class evaluation system, collaborating with other committees due to the interconnected nature of faculty responsibilities and evaluation processes.

The committee is currently addressing the issue of HR background checks for adjunct faculty, planning a meeting to discuss this matter further in a couple of weeks.

A significant portion of the PPC's work involves collaborating with the Provost's office on policy language, ensuring it is detailed enough to provide clear guidance while also allowing for necessary flexibility.

Efforts have been made to update language related to professional track faculty and to make the Statement of Faculty Responsibilities (SFR) more inclusive and less ambiguous.

d. Resources and Environment Committee - *Keith Edmisten and Roger Narayan, Co-Chairs*

Prompted by an incident at Chapel Hill, the committee explored the university's response to active shooter situations. Discussions with security personnel revealed multiple notification methods in place, but challenges with locking classroom doors were noted. The committee recommended broader dissemination of response protocols to faculty.

Concerns were raised about the perceived decline in building maintenance, particularly for older buildings amidst the construction of new ones. Doug Morton explained the budgetary constraints, highlighting it's easier to secure funding for new buildings than for maintenance of existing ones.

The committee addressed inquiries about the adequacy of electric vehicle (EV) charging stations on campus. Findings indicated that the current number of charging stations meets demand, though their locations may not be ideal for all users.

Concerns about insufficient seating at the Delta facility during exam times were discussed. The situation is under review as Delta considers a new location on Centennial Campus, which will influence future capacity and access procedures.

A faculty member's concern about the potential health effects of having a Wi-Fi router in their office was investigated. IT experts clarified that routers

within offices are safer than those in hallways serving multiple offices due to lower emission strengths, thereby minimizing individual exposure.

5. Select Staff Senate Committee Updates

- a. Employee Experience and Relations and Computer Loan - *James Hewitt and Pam Van Emden, Chairs*

Focused on digital navigation, this committee has been working to help employees better understand and utilize technology. Two student digital navigators were hired to assess needs and provide individualized training on various tech-related skills. The committee also addressed lactation room access, aiming for centralized booking and inclusion on digital maps. Additionally, they worked on mapping unity access computer spaces across campus.

Operating on a loan basis, this program provides computers to staff who cannot afford them, with about 150-200 computers currently loaned out. The program accepts computers from departments upgrading their equipment and personal donations, aiming to prevent these resources from going to surplus first.

- b. Community Service and Engagement - *Latonya Boone, Chair*

This committee organizes drives for winter coats, backpacks, and toys, and recently focused on collecting books for prisoners in North Carolina and Alabama. They also organize blood drives every other month, contributing significantly to community support and engagement.

- c. Resources and Environment - *Maria Limmen, Chair*

Collaborating closely with the Sustainability Office, this committee educates the campus on sustainability best practices. They organized tours of various facilities, including the nuclear reactor, compost facility, and Agroecology Farm, highlighting NC State's commitment to sustainability and resource efficiency.

- d. Diversity and Inclusion - *Latoya Giles, Chair*

Focusing on learning through webinars, this committee promotes diversity and inclusion across campus. They recognized National Disability Employment Awareness, the 75th anniversary of the Universal Declaration of Human Rights, and hosted discussions on human relations and gender equality, featuring speakers on various topics related to diversity and inclusion.

6. Adjourn

Chair McGowan adjourned the meeting at 4:47 PM.