

## SUMMARY

**AGENDA UNC Faculty Assembly Meeting: Thursday, September 12, 2019-Friday, September 13, 2019 Spangler Building, UNC System Office, 910 Raleigh Road, Chapel Hill, NC Theme: *Paving the Way During Changing Times*  
Friday September 13, 2019 (Spangler Board Room)  
Attendance ([View Attendees](#))**

### **8:00AM–8:30AM Chair’s Report**

Attendance sheet is now electronic. New delegates introduced themselves.

FA meeting has been moved to 10/25 to accommodate current Chancellor Search

Delegates requested video conferencing attendance at the next assembly meeting.

Presidential Search - BOG has announced its presidential search and the BOG Chair and Vice President will serve as chair and co-chair of the search committee. David has asked for faculty and staff representation. Last time, visiting campuses did not work well and had low attendance. A request has been made to start with the FS Chairs so that each campus will have one seat at the table and each FS Chair will then bring back to the campus – one campus, one vote to get representation from across the system. BOG has taken our recommendation under consideration. We did not have this feedback under President Spellings. We learned via the media like everyone else. Must also consider Staff and Student input. No timeline at this point.

No search firm will be used. Delegates raised concerns about continuing uncertainty and impact on system and staff.

### **8:30AM–9:00AM Discuss Faculty Assembly Executive Committee positions & FA Committees**

FSU Chancellor Search – concerns that information is delivered to faculty after it happens; Faculty have a lot of questions and believe they should have an equal number of faculty on the search committee and they are not seeing that currently; currently more Trustees than faculty on the committee.

ECU – currently has an Interim Chancellor. Although he does not have an academic background overall faculty appear to be happy with his leadership; he has done a good job of calming things down and the faculty want things to move slowly

Charlotte Chancellor Search– It is ongoing and UNCC Senate Chair was named to the Search Committee; what is the amount of faculty input? Set % of faculty and staff? Currently 1/3<sup>rd</sup> of the search committee comes from faculty and staff combined (3 faculty and 2 staff on right now); One of the faculty members is a Dean, the second is an Associate Dean; enlarge from 15 to 20 to increase faculty?

Chapel Hill – Interim Chancellor (Dean of College of Arts and Sciences); Senate Chair is on the search committee and there are an equivalent number of faculty and trustees along with GSA and SGA. Decided not to use an outside search firm due to high costs.

### **9:00AM–9:30AM Discussion with Harry Smith, Chair, Board of Governors**

He is working closely with all Chancellor searches. He feels it is important to quantify the performance of universities and leadership is largely the key to the successes and failures they experience. There are a lot of internal candidates that know and have dedicated their careers to our local institutions; he is not a big fan of using search firms.

During his tenure he has taken a hard look at the BOG perspective – not a lot of governance and oversight and may have paid too much “homage” to universities. He feels it is important to push decision making more toward the local level and to ensure high caliber “athletes” are in trustee positions. Appropriate training on how to be a high caliber Trustee is also very important.

Currently, there is a lot of pressure on higher education– healthcare and education are the nation’s top priorities, and both are inefficient and too expensive. How to position each of our institutions for long-term success? Lots of changes are coming. For example, private institutions want to join UNC and our healthcare system; they see the winds of change.

Regarding the President’s search – it’s a 70-hour week job. They are looking for someone who has managed a complex system and asset in a changing environment. Can they actually run the UNC system? Much more than advocacy now; you have to be able to run and manage the entire system; all 17 institutions are different. One policy may not work well across all institutions.

Another priority is taking some authority back to the local level; relinquishing some BOG control and giving it back to the local institutions. Train the trustees and give back more local control. Student debt is too high and it is not working and is not sustainable. We need more students and a much stronger partnership with our CC system.

He is cognizant that faculty are the heart of the system; it is really what we do. The numbers show an imbalance for faculty in terms of salary. How do we move the needle on faculty salaries? David’s leadership – no longer us vs us. They came to the BOG about how we can work together. Governing bodies need to understand what faculty actually do – this can open the doors for healthy conversations around compensation.

This current BOG has worked on the entire system; we were not operating as a system for many years. BOT training taking place in October and the Faculty Senate will be involved.

Campuses should be positioned for long-term success; long-term neglect will hurt the system. We are going to quantify the success of each institution using analytics and data. If enrollment is trending down we have a problem – this is just the fact. He prioritizes Performance and Relationships to effectively lead the BOG and work with our institutions.

Faculty Morale – student enrollment is a big deal and we are going to see drops; building issues are an example of neglect and are being rectified. He believes in the concept of Healthy Disruption where we position the UNC system for long-term sustainability. There is a need to battle the online competition. We are going to preach quality and administrators have to take care of their faculty.

Major issues: First, there is a crisis around tuition – structural problem around student debt; state funding has been so flat so tuition increases was the only way to increase revenue; this is counterintuitive. The second issue: there is a perception that the BOG has actually been more hands-on not less with BOT and local campus administration. Are we really a system? Not as much as he would like; we are operating as individual institutions; the BOG has taken on bad administration – we look at facts.

The system can run things more efficiently; the revenue brought in by each Institution is massive; we are a large business; some schools are rich and some are not; we are going to be a system; all schools are equal.

Deeply concerned about demographics over the next 10 years, if 18-24 are not there, campuses have to right-size. We must have a model in place so that we can stay out front and drive our own change as opposed to trying to push up stream. What are we going to do?

Students getting jobs must be another measure.

What are we training the BOT to do? Most of the BOT – they don't understand how things run. They need to be trained on everything – how it runs, operates, and funds itself. The System is actually funded by poor people. The BOG is going to hold institutions accountable; they must be efficient and institutions need to right-size.

Delegates asked questions:

*What about non-tenured faculty?* What's the awareness (Wendy Murphy now overseeing faculty P&T committee) of the Board regarding NTT? She understands legislative bloat, she is chairing P&T.

Quality of students is important. What happens when there is a student shortage? You need 5,000 students; 67-68% acceptance rate. If you need more students, you have an 82% acceptance rate. The harder it is to get in, the higher retention and graduation rate. If we do not remember this we will start going off the road in terms of retention and graduation rates.

*Salary white paper – what is the next step communicating with the powers that be about faculty salaries? Can we have the face2face?* You need a relationship first – David and Tim are building bridges instead of blowing them up and so this conversation will be had at some point.

Wrap up – we have a lot of great things going on now as a system. Interim leaders are doing great things. LEADERSHIP MATTERS and interim status allows us to see their performance. We are committed and understand it and are trying to navigate the storm. Where is the Healthy Disruption? We must take our time or else the ship will break apart. He

is used to developing a strategy and deploying it. Must slow down. Can we get back to a four year degree in four years? Non-performing programs will be addressed. It is important to have students that are qualified; retention is important. Change is coming. Also important to remember that the BOG is all volunteer. They are doing it because they care.

**9:30AM–10:00AM Discussion with William Roper, Interim President, UNC System Office (Cancelled)** – Replaced by John Falchi who presented on Digital Learning Initiative and Dr. Grant via teleconference on Campus Security Initiative

Barbara Howard, Professor from Appalachian State, was unanimously elected as Vice-Chair-Elect.

**John Falchi; Director, Special Project; DLI**

DLI Symposium is March 31-April 1<sup>st</sup> at the Friday Center in Chapel Hill. This year there are two priorities: 1) Digital Learning Pedagogy – how do we share innovations with one another; 2) How to assess and select technologies? Challenges understanding the specific tools. Early registration opens on 11/1. There is a new DLI Webinar series that you can access at [dli.northcarolina.edu](http://dli.northcarolina.edu); we will be inviting thought leaders across the world; conversations with new technologies and learning technologies. Email John at [dli@nortcarolina.edu](mailto:dli@nortcarolina.edu).

**Dr. Wes Grant – Call in speaker.** Helping oversee UNC system security. CAMPUS SECURITY INITIATIVE which has been operating for five years.

Dr. Grant wanted delegate input. In 2013, UNC System President Tom Ross introduced the campus security initiative. This was a System wide review and a campus security initiative report was generated with 36 recommendations. Recommendation #3 was to establish this committee. Since 2016, they have been focused on implementing the recommendations and they have diverse committee representation from across the system.

Largely worked on the recommendations or the campuses worked through their own plans in this area. In 2018-2019, they are looking at a new idea phase to help unshackle from the past. Their mandate is quite broad – soliciting project ideas and the more perspectives the better. How do we best serve the campuses? Here is the web form to solicit ideas [Proposals: Committee on Safety & Emergency Ops](#)

**10:15AM–10:50AM Matt Brody, Senior Vice President and Chief Human Resources Officer**

There is good news on the HR front. Our current network for our state health plan will continue. The Clear Pricing Program is also underway.

They are developing a system wide faculty salary analysis tool to benchmark against peer institutions.

The new budget was vetoed and bounced back to the GA but we did not receive our requested appropriation. There is no money for the annual salary raise process. The legislature passed mini-bills approving salary increases for state government at 2.5% which specifically excluded universities and community colleges.

\$15 million increase is what is in the budget, which equates to a 0.5% increase. It would take \$67 million to fund 2.5% like other state employees. Currently in a waiting game and there is heavy engagement with the GA to get this number increased.

Currently we are in a wait and see mode. This is the second year in a row – unlike the past 18 years, that universities and CC salaries have diverged. If this continues the universities need to revisit how raises must come from the main budget (potentially).

Are we underpaid? If so, how much. Facts not emotion. We need quantitative data for low faculty morale and how much they are underpaid. We must move past the anecdotal – the BOG Personnel & Tenure committee has heard your message. How do we compare by rank and the discipline-specific data for institutions across the country?

This issue is not new – we are a complex system; our system is designed to have CEO through the Chancellor at each institution; the system does not make decisions about faculty compensation, the Chancellor does. We are going to have to examine the entire system to understand the macro situation; the system has never made an attempt to look at this for the entire system.

Goals for the tool: 1) Incorporate both faculty and institutional characteristics; 2) Broad coverage of institutions and disciplines; 3) Provide analysis that is replicable; 4) Support more accurate and consistent system-wide market representation.

We want a tool that examines this every year. Devil is in the details. Data sources are not robust currently. Not one tool. Three views of the Data: 1) Market Comparison – salaries by rank and discipline compared to similar public institutions nationally; 2) Market Difference – different visualization of the same data; 3) Salary Compression – within institution comparisons with same discipline and across faculty rank

The tool will have a Market Comparison filter – 1) Which statistics do you want to look at? 2) Institution, 3) CIP code at 4 and 2-digit level (e.g. SOE vs SOE educational leadership and policy), and 4) Faculty Rank; Compared to Carnegie group averages.

They are not trying to supplant Provost level analysis. Our IR will work with each Institution IR to be more consistent with CIP code 4 and 2-digit for all faculty. They want to examine MARKET DIFFERENCE - +/- Institution salary minus market salary and COMPRESSION – Are lower ranks making more money than higher ranks? We can analyze by gender, race, etc.

Next steps – preview opportunity for IR offices; finalize release v1 of the tool; provide access to institution-level FA reps via IR offices; Provide system-wide summary level analysis to BOG and FA.

Delegate Questions:

*Oklahoma State faculty salary survey tool – is it valid? Data analytics folks looked far and wide and this is the very best we can do.*

*Thanks for moving this from anecdotal to data driven – is there some way that at the system level that you can ask for information on a consistent basis? Working through IR offices.*

*Can we get input from: HMSI's and Urban vs. Rural divide; often Rural living is more expensive due to transportation cost. Are there policies that salaries should be equitable? What if they say "so what?"*

First quarter of 2020 – this tool will be available is the goal. Are we a system that rewards other people that go find other jobs? Do we reward people who are loyal as opposed to people looking for another job? If so, we must maximize annual allocation for an annual raise – recruit and retention fund is getting a robust increase. Focus needs to be on annual raises; let's use this data to ask for a salary increase that is fact driven. Compression is usually what occurs when this happens. Cost of living as part of the tool: National analysis averages COL out.

*Comparative peer institution – public only? What about private institutional peers?*  
The problem with privates is access to the data which is the major limitation. We don't want to exclude privates but may be hard to get the data. Not everyone believes we should be competing with private institutions.

IR offices will be asked to reach out to Senate Chairs FS Chairs to make sure we are part of this conversation.

### **10:50AM-11:25AM David English, Vice President for Academic Program, Faculty and Research Update**

His job is to oversee all Academic Affairs – focus on academic programs, faculty support, and sponsored research. He has his bachelor's and master's from App State; PhD from NC State. He takes requests from individual institutions and makes recommendations to the BOG for program approval, continuations, discontinuation, etc.

Update on enrollment - trending upward and overall graduate student enrollment is strong. There are variations and some institutions are growing and some are not.

Major initiatives – the statewide policy on AP course – 3 is the minimum score unless exception at the campus level. ECU math pathways initiative - looking at ways to right size math curriculum based on specific majors. This is a faculty driven effort and their next meeting is 11/15 at App. State.

Another project is a Peer institution study – UNC system gets a BOG peer list for each institution which creates a benchmark across statistics.

Delegate Questions: *Standards for productivity – what is low and high? What are the standards of the BOG so faculty can be made privy to these standards?* The code says: graduates from a program over time. It is agreed that this is not the strongest metric. The FA can work with BOG to revise this metric.

*How about duplicate majors?* The Board and System office helps identify this to meet the needs of the state. Right now, there is not a robust standard.

#### **11:25AM-12:00PM Drew Moretz, Vice President for State Government Relations**

Salaries – UNC did receive \$15 million first but this is being negotiated.

The good news is that there are zero cuts to the university. The Senate included cuts to Chapel Hill and NCSU but it was rejected. Summer funding and statewide building reserves were also protected.

Enrollment Growth was \$75 million for k-12, CC, and HE – small growth in K12, drop in CC, and small growth in HE. The Faculty Recruitment/Retention fund was raised from \$6 million to \$11.4 million (19/20 to 20/21).

#### **Additional Business:**

Delegate 4 - Four delegates (ASU, NCAT, UNCG, UNCW) held a special election to replace Barbara Howard; Senate Chair Julius Harp of NC A&T was unanimously elected.

Priority initiatives: To have faculty assembly rep. on the BOT of each of the 17 institutions by having the Senate Chair serve as the representative.

Systemwide standardized safety training for all faculty and campuses (active shooter, pathogens); every faculty senate should be involved on its safety committee.

#### **12:00PM–1:00PM Lunch & HMI meeting (Conference Room A)**

#### **1:00PM-2:00PM Committee Meetings: Student Success, Governance, Faculty Welfare, Budget & Finance, & Innovative Technology Task Force**

2:00PM Adjourn

#### **2:00PM–3:00PM Faculty Assembly Executive Committee Debriefing**