

February 23, 1996

Faculty Welfare Committee
Annual Report
(February 1995-January 1996)

(Committee appointments made by the Chancellor)

Current Members: 1996: Steven Bachenheimer (Chair, 2-yr. Alt.), Charles D. Liner, Donald Madison, Elizabeth Mutran; 1997: Francoise Seillier-Moiseiwitsch, Julia T. Wood, Lawrence A. Zelenak; 1998: Edward J. Blocher, Lynn D. Glassock

Retired members: Peter Calingaert, Donald T. Hornstein, James Murphy (Chair)

Meetings in 1995-96: monthly during the academic year except December

Report prepared by: Steven Bachenheimer, with review by committee

Charge: "The committee works on the expansion and improvement of faculty benefits." The committee also views the promotion of community within the University as part of its charge.

Previous Faculty Council questions or charges: none

Report of Activities:

Introduction The committee, which is charged with the expansion and improvement in faculty benefits (usually referred to as "fringe benefits"), most often works at the margins in seeking improvements in current programs, rather than proposing expanded or new benefits programs. This is primarily because faculty and administration alike view improvements in salary as having the higher priority.

The committee operates by first understanding a particular issue, e.g. family leave policy, then identifying areas which need clarification or improvement, and then seeking a solution. This is almost always accomplished through consultation with the appropriate individual within the campus or general administration. At other times the initial contact initiates a process within administration that results in the policy clarification or benefit improvement. There is a direct correlation between the likelihood of success of a particular initiative and the absence of any monetary costs associated with the initiative.

We still wish to remind the administration however, that relative to peer institutions both salary and fringe benefits levels at UNC-Chapel Hill suffer in comparison. As noted in last year's annual report, employer contributions to fringe benefits are frequently only two-thirds of those at peer institutions, and that UNC-CH benefits rankings *pull down* the overall compensation ranking when combined with the ranking for salary.

The following list represents some of the actions or discussions initiated by the committee in the previous twelve months:

Faculty Leave Policies A change in the definition of the duration of faculty leaves was requested of the Chancellor and approved by him, which replaces "semester" with "one-half the annual service period". This will be of some advantage to those on twelve month appointments.

Off-campus assignment policies The committee has begun a discussion of alternatives available to faculty members, to the competitive leave programs. We anticipate writing to the Provost requesting information on the distribution of, uniformity of policies governing, and efforts to make faculty aware of, the off-campus assignment program.

Domestic Partners Resolution The committee offered and the Faculty Council accepted a resolution which (i) put the Council on record in support of extension of benefits to domestic partners of employees, (ii) urged the Administration to seek improvements in State policies which would extend health benefits of employees to domestic partners and (iii) urged our delegation to the Faculty Assembly to work for the adoption of a similar statement on domestic partner benefits.

Family Leave Program The committee continues to discuss shortcomings in the current family leave program. We are particularly concerned about the lack of compensation (pay or time-off from other responsibilities), for colleagues who substitute for an individual taking leave. The current program may have the consequence of constraining individuals from taking such leave since it could engender a pay-back obligation on their part, or resentment on the part of colleagues.

Faculty Salary distribution policies The committee continues to monitor developments in the area of salary increase distribution policies and supports efforts to create sets of guidelines with clearly stated, unit-specific, criteria, designed to minimize disparities which arise through salary compression or discrimination.

Health insurance policies Two issues are currently being investigated by the Committee. The first is whether the three month gap between the beginning of the new deductible period and the sign-update for transferring coverage to a new carrier, may create difficulties under certain situations. The second is the inability to list dependent parents on our health coverage policies. The committee anticipates that this will become a concern to growing numbers of faculty in the future.

Recommendations for actions by Faculty Council: none

Anticipated activities for the coming year:

Early retirement incentive programs While such programs are not currently under consideration by the Administration, we are planning to investigate how such programs could affect faculty benefit programs.

Academic life cycle The committee plans to study how changing circumstances through the normal course of a faculty career may affect the need for and range of benefit programs.

Mechanisms To Implement Salary Principles

(As adopted by the UNC-CH Faculty Council, at its
February 23, 1996 meeting)

The Faculty Council endorses the following procedures for implementing the *Principles to Guide Faculty Salary Policies* adopted by the Council on November 10, 1995, and urges the Chancellor to take appropriate action to implement them.

1. Each unit at which recommendations for faculty salaries and salary increases originate (e.g., departments or their equivalent) should, through a consultative process involving both the unit's head and its faculty, formulate a written policy to guide such recommendations. The policy should accord with the "Principles" (as approved by the Faculty Council November 10, 1995, attached) and be reviewed by the unit head and faculty at least once every five years.

2. Such policies should be filed with the dean of the school or college or equivalent (e.g., director of institute or library) in which the unit is located by July 1, 1996. The dean or director, in consultation with an elected faculty committee that chooses its chair, is responsible for ensuring that each unit has its current policy on file and that policies are consistent with the Principles. Policies for all units within a school or college (or equivalent) are to be available for convenient review by individual faculty and faculty committees.

3. Issues concerning policies can be brought to the faculty committee at the dean or director's level (or equivalent). Issues concerning policies and their implementation unresolved at that level may at the request of unit faculty be brought to the Chancellor, who, in consultation with the Advisory Committee, will be the final arbiter.

4. The Office of Institutional Research, in consultation with appropriate faculty, is requested to make UNC-CH salary data more available and understandable to faculty (and to facilitate analysis and understanding of those data regarding comparisons between UNC-CH and peer institutions). The salary figures for each faculty member should be archived and the archives should be made available in Davis Library and the Health Sciences Library and other appropriate locations.

5. Regular evaluations of deans, chairs and other unit heads should include an appraisal by the elected faculty committee as in #2 above of their performance in implementing the salary policies for which they have direct administrative responsibility.

The recommendation of these mechanisms is provisional. Their efficacy will be reviewed by Faculty Council in the Spring of 1998, at which time they may be permanently adopted, amended, replaced, or eliminated.

February 23, 1996,
Faculty Council Meeting

**PRINCIPLES
TO GUIDE FACULTY SALARY POLICIES**
(adopted by UNC-CH Faculty Council,
November 10, 1995)

The *Faculty Council* endorses the following principles as guides for determination of faculty salaries and urges the Chancellor to take appropriate action to implement them.

1. All salary decisions shall be taken in accord with open, publicly stated criteria. Toward this end, every unit employing faculty should develop, with faculty consultation, a clearly stated and openly discussed statement of policy, including criteria and procedures for determining salaries.
2. These policies shall be subject to regular review by the faculty of the units concerned.
3. Administrators should allocate resources to salaries based on equitable recognition of merit, including
 - A. both long- and short-term indicators of merit;
 - B. multiple criteria of merit (e.g. teaching, research and service); and
 - C. attention to actual salary levels, not only percentage amounts of increases.
4. Salary resources are appropriately used to remedy inequities resulting from:
 - A. changing market conditions;
 - B. inadequate funding;
 - C. discrimination;
 - D. compression due to the disparity between internal rates of increase and competing offers; and
 - E. inappropriate disparities arising from other sources.
5. Salaries may vary both within and among different academic fields in accord with prevailing market conditions where this is necessary to meet the mission of the University. In their pursuit of academic excellence, administrators should weigh market demands against the importance of minimizing disparities to achieve academic community.
6. Where faculty also serve as administrators, administrative merit may be considered when determining that portion of their salary not attributable to their regular faculty duties. Funds that the State designates for faculty salary increases should not be used disproportionately to reward administrators.