

MEETING OF THE FACULTY COUNCIL

Friday, February 23, 1996, 3:00 p.m.

***** Assembly Room, 2nd Floor, Wilson Library *****

Chancellor Michael Hooker will preside. Attendance of elected Council members is required.

AGENDA

Open Session

I. Memorial Resolutions:

- A. For the late Earl A. Siocum: Edgar H. Alden, Chair, Memorial Committee [postponed from January].
- B. For the late Lawrence Albright Sharpe: Fred M. Clark, Chair, Memorial Committee.
- C. For the late Samuel Shepard Jones: William Keech, Chair, Memorial Committee.

II. Chancellor Hooker's remarks: questions or comments on any subject will be invited.

III. Chair of the Faculty Jane D. Brown.

*IV. Special Report of the Executive Committee of Faculty Council: Revised "Mechanisms to Implement Salary Principles": Jane D. Brown and James L. Peacock, III.

V. Annual Reports of Standing Committees:¹

- * A. Faculty Welfare: Steven L. Bachenheimer, Chair.
- * B. Status of Minorities and the Disadvantaged: Judith R. Blau, Chair.
- * C. Black Faculty: D. Soyini Madison, Chair.

VI. Old or New Business.

Closed Session (to non-faculty persons)

VII. Presentation of Candidates for Honorary Degrees for 1997 Commencement: Beverly W. Long, Chair, Committee on Honorary Degrees and Special Awards.

George S. Lensing
Secretary of the Faculty

- * Copies of these documents are being circulated to all members of the Faculty Council and to Chairs and Deans, so that all faculty members may have the opportunity to read them. Council members: please bring your copies to the meeting and discuss with your constituents ahead of time.

¹ These reports are being circulated and will not be discussed formally unless members of the Council have questions.

THE DUE DATE FOR THE NEXT MEETING OF THE AGENDA COMMITTEE IS FEBRUARY 16.

COUNCIL MEMBERS: PLEASE REMEMBER TO SIGN THE ROLL AND PICK UP A NAME TAG, LOCATED ON THE TABLE AT THE REAR DOOR.

SUMMARY OF PROCEEDINGS

MEETING OF THE FACULTY COUNCIL

Friday, February 23, 1996
Assembly Room, Wilson Library

[A complete transcript of the proceedings is available in the faculty section of the campus World Wide Web service.]

Faculty Council Attendance: Present 62; Excused Absences 16; Unexcused Absences 13.

I. Memorial Resolutions:

- A. For the late Earl A. Slocum: Edgar H. Alden, Chair, Memorial Committee.
- B. For the late Lawrence Albright Sharpe: Fred M. Clark, Chair, Memorial Committee.
- C. For the late Samuel Shepard Jones: William Keech, Chair, Memorial Committee.

II. Chancellor Hooker.

The Chancellor referred to the recent discussions surrounding the proposed appointment of Kenan Professors. The discussion at the January meeting and afterwards "has served the purpose of educating me to a much larger problem, and a far greater depth of feeling about salary issues than I was previously aware of." He recalled his visit, shortly after his appointment as Chancellor, with the trustees of the Kenan Trust. That Trust has given over \$70 million to the University over the years, and its trustees were concerned that the University was deviating from the designated use of the two funds, the William Rand Kenan, Jr. Trust and the Mary Lily Kenan Flagler Bingham Trust, for the establishment of Kenan professorships. The former allowed for conferral of 25 professorships, and we had created 37. In the case of the latter, we spent last year \$900,000 for faculty leaves, when the designated amount was \$160,000. The trustees also indicated that there had been "too little external recruitment [of faculty] and too much focus on internal awarding of Kenans," and they believed that there was insufficient emphasis on the hiring of good teachers in awarding the Kenans. With that background, he had announced at the meeting of the Council in January that the next two Kenan professorships would be recruited from outside with credentials for both "stellar scholarship and stellar teaching." He also resolved to scale back on the number of Kenan leaves awarded and the dollar volume spent for them. Former President Friday, one of the Fund's trustees, had successfully appealed to the legislature for an appropriation to buttress the fund for leaves, and the Kenan Trust also awarded an additional \$300,000 for leaves.

As a result of these various negotiations, the Provost had the money to recruit four new Kenan professors. The draft memo that was circulated to the deans mentioned salaries in the context of money needed to satisfy the special needs of faculty hired in the sciences. The figure of \$125,000 to \$140,000 was intended to include scientific set-up costs for these professors and laboratory support. "That was never intended as a salary range for the new Kenan professors."

If one compares our faculty salaries with those of the University of Virginia, a public institution just ahead of us in the U.S. News and World Report rankings, we are significantly behind, especially at the rank of full professor. Last year the legislature responded by giving us permission to raise tuition \$400 per student, and we did so. That income will generate a little over \$2 million for Health Affairs and \$7 million for Academic Affairs and will enable us to address issues of salary compression. The Provost is now working to develop a mechanism to address these appeals. The tuition increase will also allow us to increase salaries at a rate yet to be determined. We are now working with the leaders in the legislature requesting that the General Assembly match the revenue generated by the tuition increase. In addition, the Bicentennial Campaign raised over \$70 million to support 64 new endowed professorships, thus bringing our total number of such professorships to more than 200 -- a number larger than at Berkeley or Michigan. We now have 14 University-wide teaching awards, four of which were created last year, and he is working to increase that number by even more. The General Administration and Board of Governors are seeking to increase salaries from the legislature this year by 7%.

We attract about \$250 million a year into North Carolina to support faculty research, and 10% of that income from indirect costs goes back to the state. He and others are working to eliminate this 10% tax imposed by the state and to replace it with a 10% match from the state. In addition, when the state allocates monies for University personnel, it reclaims all funds where temporary faculty vacancies exist through a 2% taxation. He and others are arguing that this percentage be reduced to 1%. He added, "It would provide us flexible funds which we so desperately need, especially in recent years. We have not received the flexibility of funding that institutions need to remain competitive." In terms of **support for graduate students** and graduate student health care, we are at the bottom in comparison with the top twenty public universities in the country. We are urging the legislature to provide funding for this service as well as tuition waivers. The Chancellor was optimistic in our prospects with the legislature. "I find an enormous amount of good will for the University in the leadership of the legislature." They recognize that in a changing economy "the best investment that the state can make is in nurturing brain power."

The Chancellor said he had had conversations recently with Interim Provost Dick Richardson urging him to remain in that office for a full five-year term. Provost Richardson has just agreed to remain until June 30, 2000, provided he receive a confirming vote from the Faculty Council and the Advisory Committee to the Chancellor. We are presently devising a ballot for that purpose. The Council applauded the willingness of Interim Provost Richardson to remain in that office.

The Chancellor reported that he was about to send to President Spangler and the Board of Governors a **reorganization plan for the University's administration**. He noted "an unhealthy ambiguity in the reporting relationships of the Vice Chancellor for Academic Affairs and the Vice Chancellor for Health Affairs." Both titles will be changed from Vice Chancellor to Vice Provost, and both will report to the Provost. If we create the position of Vice Provost for Academic Affairs, we will conduct a formal search. In addition, the various Vice Chancellors on the administrative side will report to the Executive Vice Chancellor who will be Elson Floyd. He has asked Wayne Jones to serve in the new position of Treasurer, and we will recruit a new Vice Chancellor for Administration (a new title replacing Vice Chancellor for Business and Finance). Another new position will be Chief Information Officer to address academic computing and telecommunications. Mr. Matt Kupec will fill the position of Vice Chancellor for University Advancement.

The Chancellor read a letter he had recently sent to those faculty who had written him in response to the controversy surrounding an article and cover representation in the Carolina Review. The Chancellor's letter upheld the right of free expression but deplored the article as "deeply offensive and altogether inappropriate in a community where civility and intelligence, as well as freedom, should characterize our discourse."

Professor Richard Pfaff (History) returned to the topic of the Kenan Professorships and asked the Chancellor if he still regarded the proposed salaries of the new faculty from outside as "incomparable to the existing faculty [inside]." Chancellor Hooker answered that, at the previous meeting of the Council in January, he had had in mind associate professors in mid-career, and the new Kenan Professors would be more senior than that. "And so they would be people not at a \$50,000 or \$60,000 salary range currently. That's the sense of comparability that I had in mind -- salary comparability." Professor Pfaff posed the question about full professors already here earning \$60,000 or less and Kenan Professors coming from outside at \$110,000-\$120,000. "Are you expecting to get somebody twice as good?" The Chancellor disagreed with the premise, saying that the salary figures for the Kenan Professors had been calculated for scientists and their necessary laboratory costs.

Professor Ron Hyatt (Physical Education, Exercise & Sport Science) asked the Chancellor to join him in commending the students who had recently performed the works of John Philip Sousa. The Chancellor and the Council signaled their agreement with applause.

Professor David Ganz (Classics) pointed to **current salaries of the library staff** -- some \$8000 less than such salaries at the University of Massachusetts. The Chancellor replied that salary compression problems for staff were as great as those of faculty, and part of the problem is that the legislature raises salaries for state employees all at the same percentage. He could not commit to changing the salaries but pledged to deliver his "best effort" in working with the legislature.

Professor Terry Evens (Anthropology) asked the Chancellor about the future status of research leaves -- long term and short term -- in the absence of regular sabbaticals. The Chancellor thought such leaves "crucially important," and that is why \$900,000 of Kenan monies had been spent on leaves when it should have been \$160,000. "As I said, we have secured a grant from the Kenan Trust now that will enable us to give twice as many leaves as we would have given if we had gone back to the original restriction." He thought that in the short-term future there would be fewer leaves, "but that is an area that I have been focusing on in my initial fund-raising discussions, and we will put a lot of energy there in the coming months and years."

Professor Indra Chakravarti (Statistics) pointed out that our libraries hold no works of Bengali literature, though 200 million people speak that tongue -- nothing, for example, of the works of Tasalima Nasarina. The Chancellor thought such an absence might be explained by the fact that Duke has a significant collection of Bengali works, though he found it "hard to argue that the library is adequate if it doesn't have a single work of Bengali literature."

III. Chair of the Faculty Jane D. Brown.

Professor Brown commended the efforts of the Chancellor to bring faculty and administration together, one such effort that has led to a response of some 400 faculty to have lunch with the Chancellor in small groups.

She reported on a recent meeting of the Faculty Assembly and the delegates representing the sixteen campuses of the University. The President is proposing a 7% salary increase for faculty and a similar one for staff. "The President was less sanguine, however, about our relationships with the legislature than you are, Chancellor Hooker, and he encouraged the faculty to work with him this year in working with the legislature." She also noted approvingly the new initiatives on behalf of graduate students, for retaining overhead funds, and for reducing the reversion rates [all mentioned by Chancellor Hooker above].

Professor Brown wanted also to alert the faculty to "a number of legislative attempts to manage the University more closely than we've ever been managed before. General Administration has been mandated to create some fifteen reports for the upcoming legislative Short Session. One calls for common course descriptions for all courses taught in the state's community colleges in order to make transfer to the UNC System easier. She saw an advantage in this, though the task of making it possible would be "enormous." Another proposal is designed to have faculty spend more time in the classroom; it would create an incentive system to encourage teaching beyond the set standard number of hours. A third proposal calls for a "standardized accountability system for measuring the progress and success of each campus in the System." At least some of these performance indicators will be tied to the budget in the future. Professor Brown has written a letter to General Administration asking for sufficient time for the faculty to review and report on these proposals, adding "I think it will behoove us to suggest some alternative ways of measuring our quality and success and productivity." She regarded the proposals as a kind of "wake-up call" that would be enacted by others if we, the faculty, fail to take the initiative and prepare careful responses. She asked for volunteers to serve on a small committee to review the proposals.

Professor Brown pointed out that **nominations to the various committees of faculty governance** were now being made and would include many members of the Council. She encouraged Council members to agree to stand for election or appointment. She noted that **qualifying fixed-term faculty will be eligible to vote in the forthcoming elections** and to serve on the Council as elected representatives. She read the names of recent recipients of teaching awards. The Distinguished Teaching Awards for Post-Baccalaureate Instruction: Stuart H. Gold, Medicine; Edward J. Kaiser, City and Regional Planning; Lawrence L. Kupper, Biostatistics, School of Public Health; and Kathleen Rounds, School of Social Work. The Tanner Faculty Awards for Excellence in Undergraduate Teaching: Robert S. Adler, Business Administration; Pamela Cooper, English; Terence Evens, Anthropology; Ken Lohmann, Biology; Della Pollock, Communication Studies. The Johnston Teaching Excellence Awards: Donald C. Jicha, Chemistry; Arrel Toews, Biochemistry. The William C. Friday-Class of 1986 Award for Excellence in Teaching: David Halperin, Religious Studies. Tanner Awards for Excellence in Undergraduate Teaching (Teaching Assistants): Judy

Ellis, Religious Studies; Judith Logan, English; Elliot McCucken, Physics and Astronomy; Kimberly Miller, School of Education; Sanjay Shahani, International Studies.

Professor Harry Gooder (Microbiology and Immunology) pointed out that a group of faculty meet regularly under the chairmanship of Professor Dirk Frankenburg to address faculty liaison with the legislature. That group is looking for greater faculty involvement. Chancellor Hooker agreed about the importance of faculty involvement: "Clearly a lot of our success last year was attributable to the faculty and to the legislative committee here, and I'm delighted that the President [Spangler] sees the value of having faculty educating the legislature, and it can only work to our benefit if we have more and more people doing it." Professor Gooder thought the agenda should be one of the faculty and not the administration, though the two groups should work closely together.

IV. Special Report of the Executive Committee of Faculty Council: Revised "Mechanisms to Implement Salary Principles": Jane D. Brown and James L. Peacock.

Professor Brown recalled that the discussion of salary policy and mechanisms of implementation had begun earlier in the year with a report from a committee in Arts and Sciences and another report from a committee chaired by Jack Evans and Arden Miller. The Executive Committee brought a set of principles for salary policy to the Council in October, and the principles were adopted by the Council in November. Mechanisms of implementation were also discussed in November and circulated to the faculty for discussion through the minutes of that meeting. A special conference committee was created to review the mechanisms; they agreed on four of the six mechanisms. Finally, the Executive Committee reaffirmed the six mechanisms, and these are now before the Council for formal consideration today.

The mechanisms are reproduced here, including brackets surrounding amendments that were introduced in the discussion summarized below:

[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 whole of this fourth proposal was defeated by vote of the Council.] Individual grievances, as defined by the Faculty Code, should continue to be reported to the Faculty Grievance Committee according to its procedures.

5. The Office of Institutional Research, in consultation with appropriate faculty, is requested to make UNC-CH salary data more available and understandable to the 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 archive should be made available in Davis Library, the Health Sciences Library, and other appropriate locations.]

6. 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.

Professor Jim Peacock (Anthropology) moved the adoption of the six mechanisms. The motion was seconded. Professor Peacock reminded the Council of the principles adopted last November; the mechanisms are an effort at carrying out Principles 1 and 2 that call for publicly stated policy developed in consultation with the faculty. Professor Joe Ferrell, Chair of the University Government Committee, had sent a written proposal as a preamble (bracketed above). According to a statement by Professor Ferrell the preamble makes clear that the action requested by the Council is not legislative in nature but a request for action by the Chancellor. The amendment was moved and seconded. There was no discussion, and the amendment was adopted.

Professor Brown introduced discussion on **Mechanism #1**. Professor Steve Bachenheimer (Microbiology and Chair of Faculty Welfare Committee) asked if regular salary increases designated as merit increases could be applied to redressing salary compression problems. He thought that all unit heads should know exactly how certain designated funds could be used. Interim Provost Richardson replied that cost-of-living increases cannot be diverted for other purposes, and Professor Gooder agreed with that assessment. There was no further discussion of Mechanism #1.

Professor Brown introduced **Mechanism #2**. Professor Miles Fletcher (History) moved an amendment in the second sentence to read as follows: "The dean or director, in consultation with an elected faculty committee that chooses its chair, is responsible for ensuring that each unit has its currently policy on file and that policies are implemented consistent with the Principles." (The proposed amendment adds the word "implemented.") The amendment was seconded.

Professor Joy Kasson (American Studies) approved the amendment because it was "in line with the spirit of what this second point is about." Professor Carl Bose (Pediatrics) disagreed with the amendment because he thought that there were other ways in the present mechanisms of assuring implementation: there is a grievance process for individual cases, and cases of policy can be appealed to the Chancellor through the Advisory Committee. He added, "I worry very much that implementation implies that a committee would, by default, have to be reviewing individual decisions by administrators. I don't think I would wish to see that happen."

Professor Stephen Leonard (Political Science) supported the amendment because of the issue of accountability: a clear statement of principles and a set of procedures to ensure their practice. Such accountability strengthens the legitimacy of administrators and is good for the community because it strengthens the notion of a just community. Professor James Thompson (English) applauded the principles but regretted the reluctance to implement them. "I don't think that we would come up with a policy on sexual harassment and then announce publicly that we're not going to implement it." Professor Leon Fink (History) saw the amendment as a "kind of fork in the road." He thought it important that the faculty have a more active presence in the creation of equity, and he endorsed the amendment.

Professor Barry Lentz (Biochemistry & Biophysics) pointed out that the notion of implementation was contained in #6 through the process of regular evaluations. He added, "I'm afraid that if we put the word 'implementing' in item #2, it will have the effect of creating a micro-management of our chairs and administrators at the point of individual salary decisions." Professor Mary Sheriff (Art) favored the amendment in the interest of creating "openness in this entire process." She saw a difference between individual grievances and a general assessment of the implementation of policy. Professor Khalid Ishaq (Pharmacy) believed the amendment would create "lots of problems" and favored leaving flexibility with administrators.

Professor David Pike (German) pointed out that the review of administrators and chairs takes place at five-year intervals, and some faculty members could pay "a fairly stiff price" by having to wait for the review to occur. He thought the amendment was necessary "to start dealing with [a problem] before it gets worse and before the threat that it poses to community on this campus gets so out-of-hand that we will have really acrimonious and nasty confrontations." Professor Karl Petersen (Mathematics) favored the amendment because faculty involvement "should be helpful to administrators and it's also the right thing to do." He noted the successful results of resolving a few years ago to elect (instead of appoint) faculty to service on the Athletics Committee. He thought there was nothing to fear from micro-management.

Professor Paul Farel (Physiology) expressed another potential danger: "My concern is that if a chair comes into a department and decides to build up that department by emphasizing an area that's really hot -- and pays market value to hire very brilliant people in that area -- I'm concerned that a school-level committee that looks at that can say, 'This violated our principle of community that's more important than perhaps scholarly excellence.'" Professor Debra Shapiro (Business School) reported that the Dean of the Business School saw a danger in that the dean would no longer be making salary decisions, and he questioned whether persons "across all areas of faculty" as a committee could make good decisions.

Professor Leonard found it "slightly insulting that some of our colleagues suggest that, in fact, faculty members are less capable of administering, of making judgments about what constitutes responsible and reasonable decisions about salary matters." Professor Dick Soloway (History), speaking as both a chair and a faculty member, saw no serious problems in the amendment. "We're talking about a committee that's going to see whether or not units and departments that have, in fact, voted upon and passed a salary review policy have, in fact, done that and that they are carrying out what they agreed to do." Professor Peacock thought Professor Soloway's clarification "very helpful." Professor Bose quoted a fear that had been expressed by Garland Hershey, Vice Chancellor for Health Affairs, that the ability to hire and retain quality chairs might be impaired by the mechanism.

Professor Terry Evens (Anthropology) thought it a good thing that the committee would "inform in certain ways" a chair's or a dean's decision about salary policies. Professor Craig Calhoun (Sociology and History) agreed, adding that a key characteristic of a chair of high quality was the ability to consult with the faculty and carry out policies "so that faculty would recognize that it had been carried out." Professor Arne Kalleberg (Sociology) had a problem with the amendment because it was not clear how this faculty committee would ensure implementation. "And I'm very concerned about micro-management, reducing flexibility of chairs. I think this is only going to hurt our Institution." Professor Gooder saw the issue in terms of fairness but worried that annual reviews of administrators by the committee would restrict the flexibility of administrators in Health Affairs who might have a larger perspective, such as a five-year plan.

Professor Kasson called for the question to end debate on the amendment and the motion to cut off debate passed. The amendment was then defeated by a vote of 30 against and 24 for.

Professor Brown introduced Mechanism #3. Professor Ron Link (Law) asked if deans and department chairs in general opposed items #2 and #3. Professor Peacock thought not. A formal vote had not been taken in the Conference Committee. Professor Link asked what objections had been raised about #3. Professor Peacock replied that "on the whole the objection was whether there needed to be any higher level review." Professor Bill Campbell (School of Pharmacy), who had served on the conference committee, disagreed. "I think, at least my recollection was, there was an agreement that a review at a higher level was appropriate and necessary, but it was not clear where that review would be." He thought that a review at a level lower than that of the Chancellor was appropriate.

Professor Leonard introduced an amendment to Mechanism #3 (inserting "concerning policies and their implementation" -- as indicated above). Professor Pamela Conover (Political Science) supported the amendment as "an experiment in faculty governance worth trying." She reminded the Council that all the mechanisms are provisional, as indicated in the final paragraph. They will be reviewed in two years.

Professor Calhoun supported the amendment noting that it only affirms what is already possible: bringing appeals to the Chancellor.

Professor John Workman (Business School) asked if "implementation" here meant review at a level higher than the unit's faculty committee if a person had a grievance. Professor Fletcher thought not because an individual can appeal before established grievance committees. The mechanism treats "not an individual salary issue but a policy issue." He added that the mechanism calls for appeals at the school or college level, "and then if it's unresolved there it goes higher up." Professor Leonard explained that the appeal does involve policy and not individual grievances, but "if I feel that colleagues in my department, or perhaps colleagues in the school of which I'm a member, have been in some way aggrieved by this process, I could bring that to the attention of the Chancellor's Advisory Committee." Professor Farel asked for a specific example, and Professor Leonard cited a case where a department might have 4 professors, 4 associate professors, and 4 assistant professors. Then, if three new hires in a year are brought in at a salary greater than that of two of the lowest paid associate professors, "that seems to me to be the kind of example in which these concerns could be applicable."

Professor Calhoun found Professor Leonard's example misleading. The amendment would not create any class of actions that would not already be possible. Secondly, the appeal could be made "only if the unit policy indicated that that was inappropriate." The unit policy might defer to the judgment of the chair. The question here involves whether or not established policies are being implemented.

Professor Sue Estroff (Social Medicine and Anthropology) wanted the assembly to reflect on the amendment and "what it means about us that we won't adopt the spirit and the letter of the previous amendment and this amendment." An unidentified person called for the question to end debate and the motion passed. The amendment was then put to a vote and passed.

Professor Brown introduced **Mechanism #4**. Professor Link asked if individual grievances were, in fact, appealed to the Grievance Committee. Professor John Semonche (History and Chair of the Faculty Grievance Committee) replied that grievances about salary could be brought to his committee but could not be remedied there. He then moved that Mechanism #4 be removed from the list. He found it irrelevant because it is not a mechanism to implement anything. He also found it misleading, even mischievous. Only one case involving salary had come to the committee in the past ten years, and that individual had stated recently that "the problem could not be remedied dealing with individual cases before the Grievance Committee." The reason for this is that the problem is "systemic and general, and these principles should be designed to recognize the fact that this is clear with anybody who has dealt with this problem over the last 4 or 5, 6 or 7 years." Professor Pfaff thought that the amendment was out of order, but Professor Calhoun pointed out that the original motion covered the entire list of mechanisms, and such an amendment for deletion of one part of the larger motion was appropriate. Professor Pfaff favored the amendment because the proceedings of the Grievance Committee are confidential, and there would be no way to measure the consistency of the committee's actions.

Professor Christopher Armitage (English) supported the deletion. He, too, noted that the proceedings of the Grievance Committee were confidential, and "comparability" between and among cases would not therefore be possible. He called for the question. The Council voted to end discussion and the motion to delete Mechanism #4 passed.

Professor Brown introduced **Mechanism #5**. Professor Evens moved to add the following as a second sentence: "The base salary figures for each faculty member should be archived and the data in the archives made available in Davis Library and any other appropriate location on campus." He wanted to remove any stigma from those who might wish to review the data, and the data should be "ready at hand." Professor Gooder thought that distinctions between base salary and salary supplements should be clear. Professor Melissa Bullard (History) favored the amendment because she had found it important to have salary information that ran over several years in order to understand and compute compression and inequities. Professor Peacock proposed as a friendly amendment the omission of the word "base," and Professor Evens agreed.

Interim Provost Richardson announced that he had requested that all current data be moved from offices on Airport Road to Davis Library, and this has already occurred. He acknowledged the difficulty in determining base salaries but thought that Dr. Tim Sanford, Director of Institutional Research, might work out "some sort of archival data of bases" for future uses. Professor Gooder asked that the Health Affairs Library be included in the amendment along with Davis Library. Professor Evens agreed. The amendment was put to a vote and passed.

Professor Brown introduced Mechanism #6 for discussion. Professor Kasson proposed an amendment. After the word "appraisal" she wanted to add: "by the elected faculty committee as in number 2 above." She thought that the elected faculty committee from the individual units could provide a report as part of the review of administrators. The motion to amend was seconded. Interim Provost Richardson pointed out that the regular evaluations are "incredibly intense" and involve a six-week period. He questioned the value of having two committees poring over the same materials. Professor Bullard reassured him that the spirit of the amendment was not to duplicate efforts of other committees. "I think it would provide one piece of data, which that committee would be very well placed to do, to this larger committee that would be looking at all facets of the performance."

Professor Pike was concerned that regular evaluations occurred only once every five years and only when a person is being considered for reappointment. Interim Provost Richardson and Dean Birdsall agreed that this was so. Professor Bose feared that the information provided by the unit committees might be "diluted out." "I really think that the committee that does the evaluation ought to collect the information, see the source documents, be part of the process." Professor Bullard thought that there was a "tremendous advantage" for the reviewing committee to have the information provided by the elected faculty committee. Professor Catharine Newbury (Political Science & African and Afro-American Studies) had found it sobering, as a member of the Evans/Miller Committee, to discover how serious were problems of compression and inequity in certain units. "And so I think that the more teeth that we can put in these mechanisms the better," and she favored Professor Kasson's amendment.

Professor Pike thought that the process of review was a fairly informal process and wanted to make the review "even more complicated than it already is." He thought that a dean reviewing a chair should solicit information from the elected faculty committee. Professor Michael Lienesch (Political Science) had recently served on a committee reviewing a dean. It would have been difficult, he thought, to solicit all the materials about salary policy, and he believed it would be helpful to have it provided by the elected committee. The amendment to Mechanism #6 passed.

Professor Peacock suggested that Professor Ferrell's written second amendment was unnecessary because the mechanisms are provisional and subject to review in two years -- at which time permanent changes could be enacted. Professor Ferrell's proposal was the following: "If any plan of implementation (1) requires the creation of a new faculty committee having advisory responsibilities with respect to all departments within the College of Arts and Sciences or one of the professional schools, or over several professional schools and institutes with either the Division of Academic Affairs or the Division of Health Affairs, or (2) is inconsistent with any of the existing provisions of the Faculty Code, the Chancellor should request the Committee on University Government to prepare and present to the General Faculty for its consideration appropriate amendments to the Faculty Code of University Government."

Professor Link proposed another amendment: "Any unit may elect by a two-thirds majority of those present and voting not to be bound by the mechanisms, in which event the unit may adopt any mechanisms or no mechanisms at all." The motion was seconded.

In response to Professor Gooder's question about whether such an assembly would be made up of faculty, Professor Link replied that it would be "whoever's entitled to vote in the unit." Professor Gooder was concerned about the status of fixed-term faculty. Professor Link altered the wording to read, "of those present, who are entitled to vote, and voting." Professor Peacock suggested that, if this amendment passes, a faculty person could bring to the Advisory Committee the issue that his or her unit did not have salary policy mechanisms. Professor Laurie McNeil (Physics

and Astronomy) noted that some units in the College of Arts and Sciences allow only full professors as legal voting members. Professor Leonard asked why the two-thirds majority figure was being proposed. Professor Link replied, "Simple, clear, traditional, super majority requirement."

Professor Calhoun proposed an amendment to the amendment: "Upon such a vote the unit shall be determined to have succeeded from the University." The motion was seconded. Professor Leonard favored the amendment because "those of us in other units of the University ought to be concerned with the well-being of faculty members in units that choose to secede." Professor Pete Andrews (Environmental Sciences and Engineering) called for the question to end debate, and that motion, put to a vote, passed. The Council voted to pass Professor Calhoun's amendment to the amendment. The Council voted to reject Link's amendment.

Professor Link added that Professor Leonard's point about respecting each other and the separate units was precisely his point. He thought the present system in the Law School worked well without such mechanisms, and he was concerned about "this 'one-size-fits-all' approach." He did not want to create friction within his unit where none presently exists. "If we're going to respect diversity of viewpoint, why don't we respect diversity of a unit's viewpoint?"

The entire set of mechanisms, put to a voice vote, passed.

Professor Bullard asked that a "Statement of Thanks" be included in the minutes of the Council. Professor Brown accepted the statement by Professor Bullard: "Back in 1992 I addressed this body and called for action on policy and allocation of faculty salary resources. Now, three and a half years later, the Council in its wisdom has approved principles and mechanisms for the first-ever faculty salary policy at UNC-CH. I would like to thank those faculty leaders, particularly Jane Brown, Jim Peacock, Arden Miller, Dick Richardson, Craig Calhoun, Sue Estroff, and Pam Conover from the Executive Committee of the Faculty Council, who have recognized the seriousness and systemic nature of the problem and who have variously facilitated its transformation into formal Council resolutions. Chancellor Hooker's support has also been helpful. But by far the most important group to recognize at this time are my colleagues in FGI, the Faculty Group on Inequity, a truly grass roots faculty organization, which has been the single catalyst in bringing and keeping issues of salary inequities before the campus community. I mention especially Peter Kaufman, Terry Evens, and Stephen Leonard, who, along with myself and others in FGI, have labored tirelessly to give voice to widespread faculty concerns. In various campus fora we have used the power of reasoned arguments and data to overcome resistance to change and the inertia of the status quo on this campus. The F.G.I. stands as a shining example that faculty *qua* faculty can have a voice and be a creative force for change in this university." --Melissa Meriam Bullard; Chair, Division of Social Sciences and William Smith Wells Professor of History.

The meeting adjourned at 5:45 p.m.

George S. Lensing
Secretary of the Faculty

Actions of the Council 1995-96

<u>Date</u>	<u>Action</u>	<u>Destination</u>
September 8, 1995	Resolution of Recognition and Gratitude for Walter Royal Davis. Second reading on amendment to Faculty Code of University Government: Section IV.B. (1)(b) (Educational Policy Committee). To act as council of advice to University Registrar and	To Walter Royal Davis.

	to add two students to membership.	
October 13, 1995	No resolutions.	--
November 10, 1995	Resolution supporting extension of employment benefits to domestic partnerships, urging administrators to seek health-insurance benefits for domestic partners, and charging Faculty Assembly representatives to work toward adoption of a domestic partners benefits-policy statement.	To Chancellor Hooker, Interim Provost Richardson, Vice Chancellors, Deans, and Chair of Faculty Assembly delegation, Professor Jane Brown.
	"Principles to Guide Action" [in five parts] on determining salary policy.	To Deans, Directors, and Department Heads.
December 8, 1995	No resolutions.	--
January 19, 1996	Amendment to <u>Faculty Code of University Government</u> extending representation and voting rights to lecturers and lecturer-equivalents under certain conditions.	To Secretary of the Faculty.
	Resolution from Executive Committee of Faculty Council charging the Educational Policy Committee to act as a liaison with committees and institutional offices between faculty and students.	To Professors Tony Passamante and James J. Gallagher, co-chairs of Educational Policy Committee.
	Resolution from Executive Committee of Faculty Council calling upon the Chancellor to create a task force to explore mechanisms for facilitating greater faculty-student interaction inside and outside the classroom.	To Chancellor Michael Hooker.
	Resolution from Committee on Status of Women charging the Office of Affirmative Action to increase its efforts to ascertain reasons why departing faculty members choose to leave and to report to Faculty Council through Committee on Status of Women.	To Mr. Robert Cannon, Affirmative Action Officer.
	Resolution from Committee on Status of Women calling on Vice Chancellors of Academic and Health Affairs to direct their respective deans to solicit from the deans' unit heads procedures used in promotions from Associate to Full Professor, strategies to promote women's access to Full Professor status, and outcomes of recent decisions in this category. Results should be reported back to the Council in 1996.	To Interim Provost Richard Richardson and Vice Chancellor Garland Hershey.
February 23, 1996	Mechanisms to Implement Salary Principles.	To Chancellor Hooker.

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.

Professor Emeritus Lawrence Albright Sharpe died on March 25, 1995, in Britthaven Nursing Home in Chapel Hill, after an extended illness.

Lawrence was born in Alamance County, North Carolina, on July 22, 1920. He received his A. B. from the University of North Carolina in 1940, a certificate of study from the University of Havana in 1941, and his Ph.D. from the University of North Carolina in 1956. He was a teaching fellow at UNC in 1941-42, but interrupted his studies to serve as translator and interpreter at the FBI in Washington, D.C., and in the American embassies in Caracas, Venezuela, and Havana, Cuba, from 1942 to 1944. He was also interpreter in Germany from 1944 to 1946. He returned to UNC as part-time instructor in 1946, a position he held until 1951. In 1951 he went to Brazil where he was an instructor and course director of English at the Instituto Brasil-Estados Unidos in Fortaleza. He returned to UNC as an instructor in 1953 and was promoted to Assistant Professor in 1956. He was promoted to Associate Professor in 1961, and to the rank of Professor in 1975.

In 1944 Prof. Sharpe married Virginia Ann Pacofasky, with whom he had 6 children, 3 daughters and 3 sons. Virginia died in 1977; Lawrence married Jane Godzik in November 1978. Jane was a devoted wife, dedicating herself almost exclusively to Lawrence's care when he became ill.

Even after his retirement, Lawrence gave unselfishly of his time to serving on M.A. and Ph. D. committees, offering valuable suggestions and advice to the candidates as they researched and wrote their theses.

Professor Sharpe's career was devoted to the University of North Carolina until his retirement in July 1985. His contributions to the Department of Romance Languages, during those years of national recognition for the Department, were many. He served as the director of the language laboratory from 1956 to 1963. During that time he supervised the installation of the modern laboratory facility in Dey Hall. With great dedication and determination he served at first as the entire staff of the lab--technician, programmer, supervisor, improviser of instruments and materials. He also designed the lay-out, selected the hardware. The language lab today, thanks to the pioneering efforts of Dr. Sharpe, is one of the finest and most modern in the country, used not only by Romance Languages, but also by the other language departments on campus.

In the early years of the Department's monograph series and journal, Romance Notes, Prof. Sharpe worked as technical editor and assistant editor of the series. These publications have gone on to become internationally recognized publications, now maintained by a larger staff of

editors and secretary. He also edited the bi-monthly publication Boletim do I. B. E. U. during his stay in Brazil in 1952-53, and served as the editor of the Bibliography of Contemporary Spanish Literature in 1956 and 1958.

Lawrence's interest and love of languages, not just Spanish and Portuguese, is evident in his varied publications. These range from book reviews of publications on Javanese, to translations of Galician poetry, to his book The Old Portuguese Vida de Sam Bernardo in 1971. His great attention to detail and enthusiasm for language in all its aspects has been confirmed by the many students he taught over the years, especially by the twenty or more graduate students whose theses and dissertations he directed or on whose committees he served.

Lawrence is responsible in large part for the impressive library collections of Brazilian and Portuguese literatures. With his usual foresight, he developed the library's holdings in Lusophone literature, an important area in multicultural studies today. He worked tirelessly and with great attention to detail to build these collections to support the growing interest in the study of Brazil and Portugal and Portuguese-speaking Africa at both the graduate and undergraduate levels. He obtained in 1975 a contribution from the Gulbenkian Foundation to establish a prize--the Camoes Prize--for the best undergraduate student

in Portuguese. He served as chairman of the selection committee until his retirement.

Lawrence was loved and appreciated by his students, and admired and respected by his colleagues and peers in the profession. This valuable teacher and friend, with his quiet, warm manner and keen sense of humor, will truly be missed.

The committee requests that this memorial be entered into the permanent minutes of the Faculty and that copies be sent to the family.

Respectfully submitted,

Fred M. Clark
Maria A. Salgado
Frederick W. Vogler

Faculty Council
Feb. 23, 1996

Proposed Amendments to the Mechanisms to Implement Salary Principles

The following proposed amendments are recommended by Joseph S. Ferrell, Chair of the Committee on University Government. Due to the short time available for review, these amendments have not been discussed or approved by the full committee. Each amendment is followed by an explanation.

Amendment #1

After the first unnumbered paragraph, insert the following:

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.

[*Comment.* This new paragraph makes it clear that action requested of the Council is not legislative in nature but is a request for action by the Chancellor. Such a request is within the powers of the Faculty Council as specified in Section II.H.(2)(c) of the *Faculty Code*, which provides that the Council has power to "...give advice to the Chancellor with respect to any matter affecting the life of the University."]

Amendment #2

Add a new paragraph as follows:

If any plan of implementation (1) requires the creation of a new faculty committee having advisory responsibilities with respect to all departments within the College of Arts and Sciences or one of the professional schools, or over several professional schools and institutes within either the Division of Academic Affairs or the Division of Health Affairs, or (2) is inconsistent with any of the existing provisions of the *Faculty Code*, the Chancellor should request the Committee on University Government to prepare and present to the General Faculty for its consideration appropriate amendments to the *Faculty Code of University Government*.

[*Comment.* Some of the plausible implementation models that might be considered by the Chancellor may necessitate the creation of new elected faculty committees or changes in the composition or jurisdiction of existing ones. It is appropriate that faculty governance issues of such importance be considered for incorporation in the Faculty Code in accordance with established procedures.]

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 archive should be made available in Davis Library, 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.

Mechanisms To Implement Salary Principles

(For discussion and vote at the February 23, 1996,
UNC-CH Faculty Council meeting)

The Executive Committee proposes the following revision of "Mechanisms to Implement Salary Principles (Working Draft 10/31/95)":

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 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. Individual grievances, as defined by the *Faculty Code*, should continue to be reported to the *Faculty Grievance Committee* according to its procedures.
5. 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).
6. Regular evaluations of deans, chairs and other unit heads should include an appraisal 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.

These mechanisms are based on a Jan. 8, 1996 report by a Conference Committee of Deans, Chairs, and ECFC members appointed by Jane Brown, chair of the faculty, Garland Hershey, vice-chancellor for health affairs, and Richard Richardson, interim vice-chancellor for academic affairs. The Conference Committee did not achieve consensus on items 2 and 3, but ECFC members present at the ECFC meeting of Jan. 16, 1996 voted unanimously to propose the above.

Members of the Conference Committee were as follows:

Carl L. Rose

Professor, Neonatal Medicine, Pediatrics
Executive Committee of the Faculty Council

Stephen S. Birdsall

Dean, College of Arts & Sciences

William H. Campbell

Dean, School of Pharmacy

Pamela J. Conover

Professor, Political Science Department
Executive Committee of the Faculty Council

Richard L. Edwards

Dean, School of Social Work

Sue E. Estroff

Professor, Department of Social Medicine
Executive Committee of the Faculty Council

Paul B. Farel

Professor, Department of Physiology
Executive Committee of the Faculty Council

Cynthia M. Freund

Dean, School of Nursing

Robert N. Golden

Chair, Department of Psychiatry

Kerry E. Kilpatrick

Chair, Dept. of Health Policy & Administration

Madeline G. Levine

Chair, Slavic Languages Department

James L. Peacock, Chair

Professor, Anthropology Department
Executive Committee of the Faculty Council

Richard A. Soloway

Chair, History Department

**Frequently Asked Questions
about the proposed Implementing Mechanisms
(to be discussed by the Faculty Council Feb. 23, 1996):**

Background: The Faculty Council passed the "Principles to Guide Faculty Salary Policies" on Nov. 10, 1995. The Principles were the result of extensive work by a series of faculty committees and the Executive Committee of the Faculty Council. These committees believed that a set of policies about how faculty salaries are allocated is in the best interest of the university community. An initial set of mechanisms for implementing the policies was discussed at the December Council meeting and then was considered by a conference committee of administrators and faculty. On such matters the Faculty Council serves primarily in an advisory role to those who are in positions to put such recommendations into practice. The Council may decide to endorse these mechanisms, or may amend those proposed.

Mechanism #1:

Q1: Does Mechanism #1 specify how decisions are made about individual salaries?

A: No, for example, some units may decide that they want the chair or dean alone to decide individual raises while in others a committee of faculty will advise the chair or dean on such decisions. The mechanisms do not specify what policy a unit should formulate, only that faculty must be consulted as the policy is formulated.

Q2: Does the unit-level committee make recommendations about individual salaries?

A: Each unit (i.e., the lowest level at which salary decisions are made -- sometimes this is the school or institute, usually the department) can decide how faculty will be involved if at all in individual salary decisions. A variety of procedures have been developed in different units (if you'd like to see some examples, please call Rosemary Munsat at 2-2146 and she will send you copies of some of the policies that have been developed in departments in the College of Arts and Sciences).

Q3: Does "faculty" imply all the faculty in the unit?

A: Not necessarily, but the intent is to have full discussion with all faculty in the unit, including fixed-term faculty, as the unit's policy for faculty salaries and salary increases is formulated and reviewed. The unit may decide that all the faculty in the unit will serve as the formulating and review body or may appoint or elect some group to formulate and review the policy.

Q4: If a unit already has formulated a policy that satisfies the principles, does it have to do it again?

A: No, as long as faculty were included appropriately in the original formulation. If faculty were not included initially they should be consulted before the policy is submitted on July 1, 1996, and should be included as the policy is reviewed by the unit at least every five years.

Units that have existing policies should examine the Principles and Mechanisms to see if they conform. If their policies conform, no changes would be necessary. If existing policies do not conform, but appear to be working nonetheless, the unit might bring their current system for review and make a case for maintaining it.

Mechanism #2

Note: The conference committee that worked from an earlier draft of the implementing mechanisms did not agree about mechanism #2 or #3. Some conference members wanted no further review of salary policies outside the unit, some wanted review not only of policies but also implementation of the policies. The ECFC endorsed the current language as a middle course.

Q5: If the unit formulating the policy is headed by a dean or director, rather than a chair (e.g., schools in Academic Affairs, the Institute of Government, libraries) does this unit review as well as originate the policies?

A: Yes. However, the review must include an elected faculty committee that works with the Dean or Director.

Q6: Who is in charge of the process at this level, the dean/director, or the faculty chair of the elected committee?

A: The intent here is that the dean/director and the chair of the elected faculty committee will act together to review the policies generated by the constituent units. If the parties can not agree at this level, the issue can be taken to the next level.

Q7: Do these committees routinely review whether the policies are being followed?

A: No, these committees are charged only with regularly reviewing the unit policies to ensure that they are consistent with the "Principles" adopted by the Faculty Council on Nov. 10, 1995. If an issue is brought to this committee by a member or members of the unit, the committee will decide if an issue is a policy issue or should more appropriately be handled as a personal grievance.

Mechanism #3:

Q8: May only one faculty member bring a concern about a policy to the second-level committee and, subsequently, the Chancellor?

A: Yes, a single member of the unit faculty or groups of faculty can bring questions and concerns to the second-level committee, and, if necessary to the Chancellor and the Advisory Committee.

However, if an issue involves a single faculty person, it should reflect, not the quality of credentials in the individual case, but a general procedure that appears to violate the policy as previously adopted by the unit. Individuals who are not satisfied that the policies are being applied appropriately in their own cases can appeal to the Faculty Grievance Committee (see Mechanism #4).

Faculty members who are not satisfied with the unit's policy should first seek review inside their unit, then at the college level (if applicable), and, if not satisfied by that review, by the Chancellor and the Advisory Committee.

Q9. What is the Advisory Committee?

A: The Advisory Committee is a nine-member faculty committee elected to three-year terms by the entire faculty. The secretary and chair of the faculty are also voting members of the Committee. The Committee meets monthly with the Chancellor. Currently, the Committee is responsible for reviewing all tenure and promotion cases that come to the Chancellor.



THE UNIVERSITY OF NORTH CAROLINA
AT
CHAPEL HILL

Secretary of the Faculty
The University of North Carolina at Chapel Hill
(919) 962-2146
FAX: (919) 962-5479

Office of Faculty Governance
CB# 9170, 203 Carr Bldg.
Chapel Hill, NC 27599-9170

March 15, 1996

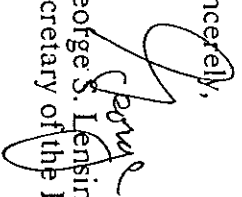
Chancellor Michael Hooker
CB# 9100, 103 South Bldg.

Dear Michael:

You are, of course, already aware of these Mechanisms to Implement Salary Principles as passed by the Faculty Council on February 23. I believe that the attached sheet contains all the amendments that were adopted at the meeting. I am hereby officially transmitting this action to you. Jane and I will of course be available to assist you in setting these up should you wish our services.

Thanks very much.

Sincerely,


George S. Lensing
Secretary of the Faculty

GSL:rsm

Enclosure

cc: Jane Brown

Mechanisms To Implement Salary Principles

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

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M E M O R A N D U M

TO: Dean of the College of Arts and Sciences
Deans of the Professional Schools in Academic Affairs
and Health Affairs
University Librarian
Director, Institute of Government
Director, Institute of Marine Sciences
Director, Principals' Executive Program

FROM: Michael Hooker

DATE: May 1, 1996

RE: Directive Implementing Faculty Salary Policy
Resolutions

The Faculty Council recently endorsed a set of "Principles to Guide Faculty Salary Policies" and related "mechanisms." The Council asked me to implement the principles consistently with the mechanisms. Copies of these documents are attached.

I ask that you take appropriate action to implement the first three paragraphs of the "mechanisms."

1. Paragraph 1 calls for the officer of administration at each level at which recommendations for faculty salaries and salary increases originate to develop written salary policies in consultation with the faculty. The policies shall address salary recommendations for faculty [Object Code 1310] and librarians [Object Code 1112] that are to be paid from State Funds, to the extent that allocation of such funds is subject to administrative discretion. The policies also may address recommendations regarding salaries to be funded from Non-State Funds to the extent that allocation of such funds is subject to administrative discretion. Work on these policies should begin immediately with a goal of completing them in time for salary recommendations for the 1996-97 fiscal year. However, because these instructions are coming to you so late, you may not have adequate time or faculty present to establish the process. In this case, 1996-97 recommendations will follow the customary time table following

legislative action on the State budget and will not be delayed to await completion of faculty salary policies.

2. Paragraph 2 calls for the faculty salary policies to be available to the faculty and for each dean or director, with the advice of an elected faculty committee, to ensure that each unit has a current policy and that policies are consistent with the "Principles" approved by the Faculty Council. I ask that you (the deans and directors to whom this memorandum is addressed) take appropriate steps to see that the faculties of your units establish elected committees that choose their own chairs to share with you responsibility for seeing that each officer of administration who initiates faculty salary recommendations has on file faculty salary policies that are consistent with the Council's recommended principles and implementing mechanisms. These committees will function at the College and School level; they are not required at the departmental level in the College of Arts and Sciences, the School of Medicine, the School of Public Health, or the University Libraries. Work on establishing these committees should begin immediately with a completion goal of October 1, 1996.

3. Paragraph 3 calls for each unit's elected committee on faculty salary policies to hear issues concerning the policies or their implementation. I ask that in establishing its committee, your faculty clearly specify the jurisdiction to be assigned to the committee and how it may be invoked, bearing in mind the consultative rights assigned to the faculty by Section VI.E.(4) of the Faculty Code and the jurisdiction of the Faculty Grievance Committee. Faculty may bring to me and the Advisory Committee any issue concerning a unit's faculty salary policies that cannot be resolved otherwise.

I have been assured by the Committee on University Government that this plan of implementation of the principles and mechanisms proposed by the Faculty Council is consistent with the Faculty Code of University Government. Since the Council's recommendations were made provisional and subject to review in two years, the Committee on University Government has recommended that no amendment to the Faculty Code in response to this matter be put forward at this time.

I have authorized Provost Richardson to supervise the implementation of these policies. If you have any questions about their meaning or implementation, please contact William W. Smith, Special Assistant to the Provost, at 962-7771, effective Monday, May 6, who will seek to assist you.

Enclosures

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 Muttan; 1997: Francoise Sellier-Moiseiwitsch, Julia T. Wood, Lawrence A. Zelenak; 1998: Edward J. Blocher, Lynn D. Glascock

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.

February 23, 1996
Committee on the Status of Minorities and the Disadvantaged
Annual Report

Members: Judith Blau, chair (1993-96), Peter Kaufman, 1993-96), Pierre Morell (1993-96), Anita Brown-Graham (1994-97), Svein Toverud (1995-98), Evelyn Huber (1995-98), William Darity (1995-98); Audrey Johnson (1995-98); Laura Thomas (ex-officio), Harold Wallace (ex-officio)

Members leaving the committee this year: Judith Tintinalli

Meetings in 1995: March 7, April 26, September 15, October 9, October 23, November 20

Annual Report prepared by: Judith Blau (chair) without review by the full committee.

Committee charge: Established by the Chancellor, the Committee on the Status of Minorities and Disadvantaged (CSMD) "serves as a concrete expression of institutional concern for minorities and the disadvantaged at UNC and as a mechanism for dealing with problems associated with minority or disadvantaged status."

Report of Activities: Meetings have focused on three issues: (1) Mentoring programs for at-risk students, particularly in "gateway courses," namely, large classes that are highly impersonal and formidable for underprepared students, a disproportionate number of which are minorities; (2) Diversity issues in classroom instruction; and, (3) Recruitment and retention of minority faculty and students.

Alarmed by attacks on affirmative action, the Committee has provided support to the Committee on the Status of Black Faculty, the Campus Diversity Training Project, the Affirmative Action Office, Task Force on the Recruitment and Retention of Minority Students and Faculty (RRMSF), and the joint program sponsored by the Dean of the School of Medicine and Arts and Sciences for tutoring initiatives. The formation of RRMSF was, in part, a recognition of the importance of the data collection project that CSMD had started in 1994. It was evident that this project required a much larger committee than CSMD. Aware of the anti-foreign activities on other university campuses, the Committee has informed the Director of the International Center of our support were there to be any incidents at UNC.

Further work by the committee on (1) and (2) above is expected to result in recommendations next year.

Recommendations for action: None.

February 23, 1996
Committee on Black Faculty
(Appointed by the Chair of the Faculty)
Annual Report

Members: D. Soyini Madison (1991-98), Chair; Georgette Dent (1993-96); Ann Dunbar (1995-1999); Tera Hunter (1995-1998); David Newbury (1995-98).

Meetings: 9/22, 10/27, 11/8, 1/10.

Report prepared by: D. Soyini Madison with review of full committee.

Members leaving committee during past year: George Noblit, Chair; Glenn D. Hinson; Richard Hunter; Ann Woodward.

Committee charge: The Committee on Black Faculty was reconstituted in 1991, and is active in seeking information regarding the recruitment, development and retention of black faculty, as well as proposing remedies and alternatives for more effectiveness in these areas.

1995-96 Activities: The Committee met with Provost Dick Richardson and Vice-Chancellor Tom Meyer on separate occasions to investigate the following:

- * Specifics of the Minority Postdoctoral Scholars Program in terms of support, expansion, and faculty hires.

- * Administration's views and suggestions for funding for a comprehensive strategy that underscores the complementary and mutually reinforcing aspects of retention and recruitment: pipeline, departmental commitments, cohort hires, pre-graduate programs.

- * Establishing a special fund for supplemental stipends for black graduate students.

- * Establishing a more formal and supportive relationship between CBF and the post-doc program.

- * An improved form of mentoring for young minority scholars.

In a state institution that takes seriously its mandate to serve all sectors of the public, we have an obligation to represent that public in what we teach and who we ask to teach it. To review these issues, the Committee also organized a public discussion and a viewing of the video conference: "Affirmative Action Under Siege: What's at Stake for Our Campuses, Careers & Communities?" The video addresses diverse approaches to the debate on affirmative action, at a time when public support is fading, and where these issues are often misrepresented, scapegoated and demonized. The video was shown January 30. Gerald Horne, director of the Sonja Haynes Stone Black Cultural Center, facilitated the discussion.

In the coming months, the committee will continue to address these and other issues, including:

1. The value of including something about diversity in the mission statement -- an objective requested by several recent annual reports of this committee. This is particularly important in light of the University's talk as a research institution: to train students from all backgrounds in preparation for contributing to the highest levels of research in whatever field.

2. Further integration and/or liaison between CBF and those working with the Minority Post-Doc Program in selection and follow-up activities; continue efforts to develop cohort hiring considerations in Minority Post-Doc application reviews.
3. Encouraging expansion of the size of the Minority Post-Doc program. UNC-CH is not competitive nationally in attracting the best students and providing them with peer groups of post-doctoral scholars.
4. Identifying mechanisms to remind departments that for all vacant positions (not just ones having to do with African American, African, or Diaspora) they should make specific efforts to recruit minority candidates; and further to develop mechanisms to facilitate departments' searches in this respect.

Recommendations: None.

TRANSCRIPT

MEETING OF THE FACULTY COUNCIL

Friday, February 23, 1996
Assembly Room, Wilson Library

[A complete transcript of the proceedings is available in the faculty section of the campus World Wide Web service.]

Faculty Council Attendance: Present 62; Excused Absences 16; Unexcused Absences 13.

I. Memorial Resolutions:

A. For the late Earl A. Slocum: Edgar H. Alden, Chair, Memorial Committee.

[Professor Alden read the memorial.]

Chancellor Hooker: May I ask you to stand for a moment of silence?

B. For the late Lawrence Albright Sharpe: Fred M. Clark, Chair, Memorial Committee.

[Professor Clark read the memorial.]

Chancellor Hooker: May I ask you to stand for a moment of silence?

C. For the late Samuel Shepard Jones: William Keech, Chair, Memorial Committee.

[Professor Keech read the memorial]

Chancellor Hooker: May I ask you to stand in silence, please?

II. Chancellor Hooker.

I have several things to speak with you about. First, at the risk of opening a can of worms, I want to talk about the Kenan professorships. I was taken aback last week by Rich Beckman's question about the memo because I hadn't seen the memo yet. The Provost was circulating it to the Deans for comment before giving it to me. And I certainly hadn't heard about the salary range. So I didn't respond as I would have responded had I known what I was talking about. But the discussion that ensued following the discussion of the Kenan professorships last time has served the purpose of educating me to a much larger problem, and a far greater depth of feeling about salary issues than I was previously aware of based on the discussions that we had been having about salaries, and so I hope that that will serve a good purpose. But let me tell you what, why I said what I said and did what I did about the Kenan professorships because I'm convinced that every person in this room, had they had the knowledge that I had at the time, would have done exactly the same thing. And there's somewhat of a risk in saying that because somebody's probably going to take exception and say that they would have done differently. But at any rate, just after I arrived at Carolina I had a meeting, at their request, with trustees of the Kenan Trust. Now the Kenan Trust is a foundation that has given Carolina in excess of \$70 million over the life of the Trust, and so it is important that we be good custodians and

exhibit good stewardship with respect to the funds that are given to us from that foundation. And when I met with the trustees, I learned that we were, at the time, engaged in discussions with the trustees because the University had deviated from our understanding with the trustees about the use of the funds from the two Kenan trusts that provide for the Kenan professorships: that's the William Rand Kenan, Jr. Trust and the Mary Lilly Kenan Flagler Bingham Trust, the latter given to us as the first one in 1918. That's the one that enabled us to recruit as the first Kenan Professor, I think, Professor Odum, and set the tone for years to come. The ways in which we had deviated from our understanding were four, two fairly significant and two somewhat less significant. The first was that the William Rand Kenan, Jr. will provided that there would be a limit of 25 Kenan professors, and we had, in fact, created 37. So that we had created far more than we were supposed to, and they were awarded to internal, largely to, internal holders of the chairs, not entirely. The second way that we had deviated from the understanding was that we were limited to spending 13.5% of the second Kenan fund for faculty leaves. That means that in last year we should have spent about \$160,000 from the Kenan money for leaves. We, in fact, spent \$750,000 too much. We spent about \$900,000 for leaves. The third way in which we had deviated from the understanding was that in the judgment of the trustees there had been too little external recruitment and too much focus on internal awarding of Kenans. And the fourth way was that we had not in their judgment adequately emphasized the important of getting good teachers. And it was the original intent that students should be the beneficiaries of the Kenan trust money, because we would bring to Carolina great teachers -- as well as great scholars.

And so in an effort both to behave as I thought I should with respect to my fiduciary obligation and with respect to a prudential obligation that I have on the behalf of all of you, I announced that we would recruit the next two Kenan professors that we recruited from the outside, as the trustees wanted me to do, and that we would apply not only the criteria that we had originally applied of looking for stellar scholars, but that we would also look for stellar teachers in addition. And I made that announcement here at the second meeting of the Faculty Council, as I recall. We also negotiated an arrangement with the trustees regarding there being too many Kenan Professors. We were able to shift them from one Kenan fund to another Kenan fund, and thereby conform to the letter of our agreement, to the letter of the original bequest from William Rand Kenan, Jr., which was in 1964. It was a long time after Mary Lilly Kenan's bequest. And the other was that we would scale back the number of leaves and the dollar volume spent on leaves. And in recognition of our doing that, President Friday, one of the trustees, or the Executive Director of the Trust, secured for us an appropriation from the Legislature to help buttress the leave fund and the trustees of the Kenan Trust also awarded us \$300,000 additional money to provide for leaves so that we didn't have to tap the fund that we had already maxed out. So I did all those things in recognition of our, as I say, fiduciary responsibility to the trustees of the Kenan Trust, and what can arguably be said to be a prudential obligation that, if we want to enjoy support of this Trust and foundation in the future, we had best do what we have agreed to do. And I think everybody would have done the same.

Now to the memo. The Provost, as a result of all of these negotiations, had money available in one of the Kenan trusts for recruitment of four new Kenan professors, rather than two. And so we

decided to go for four and the salary range which has excited so much passion, was not a part of the memo that the Provost circulated to the deans, though it did appear as a typed-in version, I understand, or a typed-in addendum to the memo that the Dean circulated in Journalism because it came out of the conversation that the Provost was having with the Deans, and the conversation was around the point whether we would have enough money to recruit science faculty. And the Provost said that he was told by his staff that the funds would generate, the trust funds would generate, an income that would enable us to make awards of in the \$125,000 to \$140,000 range, and that, the Provost intended in the conversation, would include setup costs and costs associated with providing laboratory support for faculty in the sciences. That was never intended as a salary range for the new Kenan professors. That was never intended as a salary range. Now, and I was not aware of any of this at the last meeting, and so my inability to respond to the question left the impression, I fear, that that was, in fact, a salary range. I regret the confusion, but as I say, I have learned from it that we have a much more significant problem with respect to salaries than I earlier thought that we had.

Now I have said before that if you compare our salaries with the University of Virginia, which is the institution that we are benchmarking, that is that we're comparing ourselves in various categories of comparison with them, because they are ahead of us in the U.S. News and World Report survey, and you have to provide some principle for selecting benchmark institutions, then we are significantly behind the University of Virginia in faculty salaries, in total faculty compensation, especially at the professor level, at the level at which you would recruit Kenan Professors. And it was for that reason that we worked so hard to secure additional funding in the legislature last year, and you're all aware, of course, that the legislature responded by giving us permission to raise tuition \$400 a student, and we did. That will generate an income of a little over \$2 million in Health Affairs, and a little over \$7 million in Academic Affairs, and will enable us to address salary compression issues. And the Provost is, probably you know, is well along the way toward working with the deans to develop a mechanism that will enable us to address salary compression issues. It will also obviously provide revenue to support a faculty salary increase of some number yet to be determined. And you also have read in the local paper that we have been working with leadership of the legislature over the last few months to urge them to give us an appropriation which would match the revenue that the students and their families are providing from the tuition increase. We would have that revenue, were it to become available, also to address the salary issues, and in addition to that, the Board of Governors has agreed to lobby for a 7% increase in faculty salaries for the entire system. So we are working hard on our behalf, your behalf and on the behalf of all of us, to get more money for faculty salaries, and I want to make sure that people understand that in addition to the work that we're doing with the legislature, the University was very successful in the Bicentennial Campaign in raising money for faculty salaries. In the Bicentennial Campaign we raised over \$70 million to support 64 new endowed professorships, which would bring the total number of endowed professorships at Carolina well up over 200, over the level at Berkeley and over the level at Michigan. So we are, when those are fully funded, we will be in pretty good shape. There's currently over \$150 million available in our endowment for chaired professorships, that is, as I say, supports over 200. We also have 14 teaching awards, four of which were created last year. I have been working to raise money for

additional teaching awards, and that process, at least the initial discussions, seems to be going very well. Now I've said that the General Administration and the Board of Governors is supporting a 7% faculty salary increase.

Let me tell you, in addition, what they and we are working to lobby for for the short session. One is the elimination of the indirect cost recovery recapture that comes from the State. We now have to give 10% of our indirect costs back to the State, and we have argued that this, in effect, works as a disincentive. We bring, as you know, about \$250 million a year into the State of North Carolina from outside to support faculty research, and that is a significant boost to the state's economy. We believe that we should be encouraged by, in fact, the State providing some kind of match, maybe a 10% match, rather than taxed 10% to support the indirect costs associated with overhead. I'm not sure that we will succeed in getting a challenge match, but I hope that we will succeed in getting the elimination, or at least the reduction, of the tax on our overhead receipts. We've also asked for a reduction in the reversion rate. And when you start talking about the reversion rate, people's eyes tend to glaze over. But it's very simple. We are a labor intensive enterprise as you know. About 80% of our budget goes to support personnel. It's slightly less than that. And at any given point in time, obviously, we have vacancies. There are departments that have vacancies, and there are vacancies in the Administration. So we don't really spend all of the money that is appropriated for us. The State appropriates money as if we were at full accompaniment of employment, but recognizing that we won't be, the State recaptures, or requires us to pay back to the State, a percentage -- right now it's 2% -- and we are arguing that it should be reduced to 1%. Why argue that? Well, in a way it isn't money out of the State budget. It doesn't have budgetary consequences to the State if they allow us to keep the money. I understand that it has revenue consequences, but it doesn't have budget consequences. And it would provide us flexible funds which we so desperately need, especially in recent years. We have not received the flexibility of funding that institutions need to remain competitive. So that's the reason for seeking a reduction in the reversion rate.

We are also, if you look at the top 20 public universities in the country, we are at the very bottom in terms of support for graduate students. And so we are arguing for support for graduate student health insurance. Most of our competition now for graduate students provides health insurance. We do not. We are urging the Legislature to give us funds to provide that. And we are also asking for an increase in the number of waivers that we have available to us for out-of-state graduate students which reduces their tuition to effective in-state rates, and will save departments a lot of money and enable them to be more competitive. So those are the things that we're doing with the Legislature. And I'm very optimistic. We've had conversations with the leadership of both the House and the Senate in the past couple of months, and I find an enormous amount of good will for the University in the leadership of the Legislature. I also find there a strong feeling that, a recognition that in the changing economy, as we shift to a knowledge-based economy, the best investment that the State can make is in nurturing brain power. Arguably the only competitive advantage that an economy will have in the 21st century is its brain power, and that is clearly recognized by the leadership of the Legislature, and for that reason there is no passion at all for disinvesting in higher education among the leadership. And I'm very pleased to find that. And everybody

has a strong desire to see Carolina resume its position at the top, the very top, of American public higher education. And they're proud of us, and we should be pleased that they are.

Let me shift topics, and talk about the position of Provost. I have been importuning with Dick Richardson to stay on as Provost, or to be a candidate for the permanent Provost if we go to a search, and these conversations between Dick and myself have been going on for quite some time. Dick knows that I've been concerned, and I think that he's been concerned that we've had too rapid turnover with the Provost position in the last few years. I think probably the last four Provosts have none of them stayed as long as we need to stay for that to be a healthy operation, and the people who've come from outside have hardly stayed long enough to learn the culture, and the people who came from inside did not stay long enough in that position to serve us as fully as they might have. And Dick has, reluctantly I have to say, but happily, has agreed that he would be willing to stay to June 30 in the year 2000 -- that would be a five-year term. But only on the condition that he receive a confirming vote from the Faculty Council and the Chancellor's Advisory Committee. And so I have talked with the leadership just this afternoon because Dick and I just completed these conversations about 30 minutes ago. [laughter] I talked with your leaders, and we will develop a ballot for confirmation of Dick Richardson as Provost for a five-year term, which would take him to June 30, the year 2000. [applause] Dick told me before he came that he would ask somebody to start applause at the appropriate point. He also said that he would be happy to answer any of his colleagues' questions, if any of you have questions that you would like to address to Dick, or to me, right now about this matter. As I say, we don't know how the vote's going to take place; we haven't gotten to those details yet, but Dick requires a vote of confirmation.

I am, fairly soon, going to send to the President for him to present to the Board of Governors, a reorganization plan for the Administration, and I wanted to let you know that. And to tell you something about it and something about the reasons for it, more detail later. But for the moment, the changes that will most affect us are these. There is an unhealthy ambiguity in the reporting relationships of the Vice Chancellor for Academic Affairs and the Vice Chancellor for Health Affairs. This is an ambiguity that my predecessor tried to resolve by giving the Vice Chancellor for Academic Affairs the additional title of Executive Vice Chancellor, but I don't think it adequately resolves the ambiguity. I think that it is crucially important for there to be a seamless web between Health Affairs and Academic Affairs. There are so many decisions that require a common decision procedure for various matters that affect both of those Divisions. And so I am changing the title of Vice Chancellor for Academic Affairs to Vice Provost for Academic Affairs, and the title of Vice Chancellor for Health Affairs to Vice Provost for Health Affairs, signalling that both of those positions report to the Provost. Now it may occur to you that we don't have now a separate Vice Chancellor for Academic Affairs, and we don't, and Dick and I don't know whether we will fill that position soon, but if we do, it will be with a search. For the moment Dick will continue as he is now, to serve in both positions. I'm also bringing under the administrative control of the Executive Vice Chancellor, who will no longer be Dick, but will be Elson Floyd, the administrative side of the house, so the various Vice Chancellors that are in the administrative side will now report to the Executive Vice Chancellor who will be Elson. I'm also creating a position which doesn't exist, but does at virtually every institution of

this size, and that is the position of Treasurer, and I have asked Wayne Jones to serve in that position. We have now over \$700 million under management in our endowments, and it is the size operation that really requires a treasurer. So Wayne Jones will become the Treasurer, and we will recruit for a new Vice Chancellor to take over his duties, to be called the Vice Chancellor for Administration because there is a lot of administration that goes under that Vice Chancellor, and it is much more appropriate that the title be Vice Chancellor for Administration rather than Vice Chancellor for Business and Finance. We are also creating a position called Chief Information Officer, again a position that exists at many institutions, and virtually every institution that has tackled the problem of computing on campus, or technology on campus, in the last five years, has created such a position by bringing administrative computing and academic computing and telecommunications, telephony, in under the same operation, the same executive officer. And so we are creating that position. We are also creating a position of Vice Chancellor for University Advancement, and that will be filled by Matt Kupec. Matt has done a superb job as Associate Vice Chancellor for Development, and I have confidence in his ability to bring more under his span of control. And so we're doing that. Those are the major changes that I think you will see. And there'll be more, smaller, changes that will come out when I send this to the Board of Governors and after we've completed all of the reorganization. But I did want to bring that to your attention at this time.

I also want to respond to the letter that I received this week from a number of your colleagues on the faculty who were responding to the Carolina Review. And I'll simply read the letter that I wrote to them in reply.

Dear Colleagues, Thank you for your letter of February 20, 1996. Although I affirm the primacy of the value of free speech in the University community, I wish to add my voice to those who, while acknowledging the right of the Carolina Review to engage in free expression, find the article in question to be deeply offensive and altogether inappropriate in a community where civility and intelligence as well as freedom should characterize our discourse.

That's all I have to bring to your attention. I'd be delighted to answer questions. Professor Richard Pfaff (History): With respect to these professors. At the last meeting when Professor Beckman asked you about this, you were quoted as saying the operative locution in your question was comparability. Comparability. I mean the way you phrased the question, "I would reject the premise," that is, that you would be bringing in people at salaries twice those of existing faculty who are comparable to existing faculty. Even with the sort of revised understanding, are you still positing these new faculty as incomparable to the existing faculty? Chancellor Hooker: Yeah. I think, Rich... What I had in mind, Rich was talking about people who were Associate Professors at mid career, and as I conceive the Kenan Professors where we will emphasize teaching as well as the scholarly credentials, they would be people more senior than that. And so they would be people not at a \$50,000 or \$60,000 salary range currently. That's the sense of comparability that I had in mind, was salary comparability. These would be people who would already be making at the top of the salary scale for their profession. I was taken aback by the, by what looked like in Rich's statement, \$125,000 floor, because I knew you could get the best

philosopher in the country for less than that. [laughter] So I had in mind that we would not be recruiting for mid career people but we would be recruiting people more senior than that. Professor Pfaff: I understand that. If you have full professors here with, say, 30 years of service, and salaries \$60,000 or less, in the Humanities, and you get someone coming in at \$110,000, \$120,000, are you expecting to get somebody twice as good? [laughter] Chancellor Hooker: No. I deny the premise. Professor Pfaff: Well, isn't that what comparability means? Chancellor Hooker: What I said was that the salary range that was provided was a salary range for scientists and it included laboratory costs. There is no salary range for the other professors. Obviously you bring people in for what you can get them for. And I have no idea what that would be except in Philosophy. And I can tell you it's a lot less than \$125,000 in Philosophy. But the salaries they will make here as Kenan Professors will be comparable to the salaries that they are currently making.

Professor Ron Hyatt (Physical Education, Exercise & Sport Science): Chancellor, last Sunday we had a privilege on this campus of hearing the Music Department present a program, a tremendous number of students, that out Sousa'd [John Philip] Sousa, and I never saw any publicity about this, or thank yous. But I would like to go on record as thanking you, and I hope you will join me in commending this group of students and talented faculty for a superb day at Chapel Hill. Chancellor Hooker: And I do so join you. [applause] of publicizing what takes place on campus. And certainly the Sousa concert I saw no notice of it anywhere. Except that I had received in advance a letter inviting me to attend. And I have expressed this dissatisfaction to a number of people. I'm determined that we will do something about it. But I acknowledge that we haven't done anything yet.

Professor David Ganz (Classics): While welcoming all of the comments, Chancellor, you've made about salaries and the attempt to raise salaries, may I ask you here and now to express profound regret if not stronger at the current status of the salaries of our library staff who are at least as indispensable to the running of the University as these Kenan Professors we are talking about. You have come from the University of Massachusetts to the University of North Carolina at Chapel Hill, and I would like to think you believe this is a move upwards. As you perhaps do not know, the difference in salary between librarians at the University of Massachusetts and the University of North Carolina system is \$8,000. I trust that this degree of deplorable treatment of the people on whom we depend which has been ignored by the Bicentennial Committee will not be allowed to continue. Chancellor Hooker: The salary compression problems in staff are just as severe as the salary compression problems on the faculty. The faculty understands the salary compression problems from their perspective because they feel it. But we have very difficult salary issues across the campus. The problem is the way that the state legislature has raised salaries in recent years. They have raised salaries for all state employees the same percentage, and that overlooks the fact that in many professional staff positions here we're competing in a national labor market, and so it leads to comparisons that we make and that others make of, for example, the difference between the average salary of a library staff member here versus U. Mass. We have salary problems throughout the campus. Professor David Ganz: But you're not going to make a commitment to changing them? Chancellor Hooker: Well, I'm not, I'm busting my gut to do what I can to raise salaries, and I will commit to continuing to do

that, but you can't commit to something that you can't deliver. I can deliver best effort. I cannot deliver money. My best efforts may result in money, and I hope they do.

Professor Terry Evens (Anthropology): You spoke about the impact of the Kenan Professorships on the question of leaves. Can you give us your assessment, I mean, do you think in the long term, or even in the short term, what that impact's going to be? Are we going to have, likely to have less leaves or more leaves? I think this seems particularly important in the University where we don't have a sabbatical. Chancellor Hooker: Yes, it is crucially important, and that's why the Provost took money that was available in the Kenan fund and applied it to leaves, and so spent \$900,000 when we were supposed to spend \$160,000. It was not a foolish expenditure. The leaves are desperately needed. It's just that a pool of funds was tapped which was not available to be tapped for that purpose. As I said, we have secured a grant from the Kenan Trust now that will enable us to give twice as many leaves as we would have given if we had gone back to the original restriction. But there are limited pools of funds from which you can draw leaves, and so it is reasonable to believe that for the foreseeable future, short term at any rate, there will be fewer leaves. Now this is another, faculty development in general is an area where we probably did not pay as much attention as we should have during the Bicentennial Campaign, or we paid attention and it didn't result in endowments. But that is an area that I have been focusing on in my initial fund raising discussions and we will put a lot of energy there in the coming months and years. But I would be misleading you if I led you to believe that our efforts are going to enable us to bring the leave level quickly back up to what it was last year. Thank you very much.

Professor Indra Chakravarti (Statistics): I came to know that we do not have in the Library anywhere in the holdings Bengali literature. Chancellor Hooker: Bengali literature? Professor Chakravarti: Yes. There are 200 million people who speak this language, Bengali, and we don't have any books. So I think this is a lack of conscience at this University which is the first state University and this language, besides being part of the U.S. language, and fast developing, in fact you can find books by Salmon Rushdie because they were written in English, but you cannot find any book written by Tasalima Nasarina, which has made a sensation all over the world. It has been translated into French, English, everywhere. So we don't have these books. And I'm not saying that we should have a momentous collection. But when I talk to some people they say, "Well, Duke has a fantastic collection." But Duke has also a fantastic basketball program. And we have a fantastic basketball program here. But I think my point is, take with conscience, of the fact that we don't have this literature represented. So. Chancellor Hooker: Let me address that. First of all, the basketball program is a significant generator of revenue. I'm not talking about fund raising. I'm talking about gate receipts. So that the comparison is not apt. We have an agreement with Duke which we've had in place for some time that we will develop our collections in tandem and that we will not try to duplicate in various areas that the librarians have identified as such that the collection can be built at one campus or the collection can be built at the other campus and can be shared. It may very well be that Bengali literature is one of those areas. I don't know. But if Duke has a significant collection in that field, then, or in literature in Bengali, then I would conjecture that that's one of the areas that the librarians have designated where we will not build if Duke builds. Just

a guess. Professor Chakravarti: There has to be some core collection anyway. Chancellor Hooker: It's hard to argue that the library's adequate if it doesn't have a single work in Bengali literature. Professor Chakravarti: Not a single one. And Tagore is I think as important as Moliere. Chancellor Hooker: I'm not going to argue against that point.

III. Chair of the Faculty Jane D. Brown.

Professor Brown: I want to thank you, Chancellor Hooker, for those remarkable remarks this afternoon, and I want to say publicly that I thank you and appreciate what you've done to bring administration and faculty together. This week he, at a dinner for the Executive Committee of Faculty Council -- it was the third time we have had dinner with the Chancellor -- but this time he also invited Trustees to come have dinner with us. And I think it's a precedent-setting dinner, and that faculty actually got to talk directly to Trustees about some important issues. We talked primarily about technology and what that is going to do for us, to us, as faculty members, and I think it was quite a remarkable conversation. So thank you for making that happen. I also wanted to thank you for inviting us all to have lunch with you. Apparently 400 of us have replied that we'd like to have lunch with the Chancellor. Chancellor Hooker: I'm afraid at the end of the process I'm may look like I've had 400 lunches. Professor Brown: Thank you. I wanted to speak just a little bit more about what the General Administration is doing for us -- and to us.

Last Friday, our members of the Faculty Assembly went to the General Administration building. The Faculty Assembly is our faculty delegates to the body that represents all faculty across the System, and so each System campus sends a delegation. And there, and often, and every time, the President of the System speaks to us and tells us what he's doing and what General Administration is doing across the System. And this time we were pleased to learn that the President is proposing a 7% salary increase for faculty. We were also happy to learn that for the first time, the President and General Administration and the Board of Trustees is proposing also a staff, an increase in salaries for staff. And that's the first time, I understand, that General Administration has ever done that. So we're pleased that that's occurring. The President was less sanguine, however, about our relationships with the Legislature than you are, Chancellor Hooker. And he encouraged the faculty to work with him this year in working with the Legislature. That's also a little bit different from what we've heard in the past. Sometimes we've been criticized for not singing out of the same hymnal when we go to Raleigh to speak on our behalf. And there's still concern about that, that if we do assist General Administration in working for the University that we are all singing the same tune. That we're all saying the same kinds of things. I think the agenda that the Board of Governors and the General Administration has proposed in terms of the budget is excellent. It does speak to salaries. It speaks to support for graduate students. It speaks for getting overhead back on campuses. And reduction of the reversion rate and so on. So I think they're important issues, and they're the right ones to be talking about. So I encourage us all to pay attention to this and to continue to participate in supporting the University in Raleigh.

There were a couple of other things we talked about at the Faculty Assembly I wanted to alert you to. Out of the last legislative session

there were a number of legislative attempts to manage the University more closely than we've ever been managed before. And the result of that is that General Administration now has more than 15 or so reports that they have to generate and report back to the Legislature in the Short Session. And some of these have major implications for who we are as a University and who faculty are throughout the System. One of them calls for common course descriptions for all courses taught in community colleges. It's going to be an incredible task involving something like 700 faculty looking at all these courses and trying to come up with a paragraph description of each course taught in every community college. And this is all designed so that community college students can transfer more readily to four-year institutions. And so, there's good, some of that's an advantage that's going to allow community college students to come here more readily. But it's an enormous task.

Another is a proposal designed to have faculty spend more time in the classroom. And this report calls for General Administration to set standards for how much time faculty spend teaching, and to set up an incentive system for those who teach more than the standard. And we have tried to impress on General Administration that at a number of our campuses much of our teaching is done outside the classroom, but that, because we cannot quantify it as easily as we can in terms of FTE's, or numbers of courses, it probably will not be counted in the standard setting. So I think this is especially important proposal. We've requested significant faculty involvement in creating that report back to the Legislature.

Finally, the third piece that I'm especially concerned about is a proposed standardized accountability system for measuring the progress and success of each campus in the System. So this is the accountability piece, that it's kind of, the shoe has dropped. This is, it's here now, and there is a report that proposes a set of standards and performance indicators. These performance indicators will be tied to budget in the future. And this has to go, has a very short turnaround time. It will go back, it's supposed to go back to the Board of Governors in the next month, and then proposed to the Short Session of the Legislature. I'm especially concerned that when the Faculty Assembly met on Friday we were not told about this. Faculty have not been involved in generating these performance indicators. And it was released on Monday, a draft form of it was released on Monday when the chief academic officers of the campuses met at General Administration. So I have written a letter to General Administration requesting sufficient time to review the proposed measures. And I would like to put a small group of us together to look at them. Some of them are right on, easy to say that's exactly what we're up to here, and we need to, and of course that's how we would want to be held accountable for what we do. Others of them are not so clearly tied to our mission. And I think it will behoove us to suggest some alternative ways of measuring our quality and success and productivity. In general what I'm seeing here is that we are going to be held accountable, and if we do not take the lead here, if we do not participate in these discussions, it will be done for us. So it's kind of a wake-up call. It is a wake-up call. It's saying that the Legislature is especially concerned about where their money is going, and what we're doing with it. And whether we are serving the citizens of North Carolina. And they're going to be looking very closely at how we're doing that. So I think that it is very important that we stay in this conversation, and that we contribute as much as possible to it, so that how we are held accountable is how we want to be held accountable in

the future. So if any of you are interested in working with me on that, please volunteer.

So, a few announcements. Many of you are being nominated for standing committees at this point whether you knew that or not. The Faculty Council elections are underway. I want to thank both David Thompson and Rosemary Munsat for a remarkable job they do in putting all the names together who was eligible, and all the standing committees that we have. There is a nominating committee that is going through all that, recommending people to serve on standing committees and so on. I encourage you all to say yes when you are called to participate. I appreciate how participatory you have been, and we need you. So just say, yes, when you are called. I also am pleased to announce that we do have fixed-term faculty in the process this time, and I want to thank both Garland Hershey's and Dick Richardson's offices for making that happen and for Rosemary putting all those new ratios together. We will now be a body of everyone of us representing 34 other faculty. And so all of that had to be reconfigured. So thank you for doing that.

You may have seen as you came in a request from Habitat for Humanity, and I bring this to your attention because they speak to me about it out of our last conversation about intellectual climate. And they look forward, this is a student initiative. They are building a house. And they would like to be doing it with faculty. So I think it's a wonderful opportunity for us to be working together with students, and I have a sign-up sheet so you can all sign up to do it. And all you need to is put down your name and your phone number, and they'll call you. [For further information about volunteering, or about Habitat in general, call Karen Caskie or Heather Green at 969-7641.] And, finally, I unfortunately do not have tickets to the basketball games, so I didn't get to see this, but I understand that our most recent teaching award winners were introduced at the Virginia and Carolina game, which I think is a wonderful moment to do that. We used to do it here in Faculty Council, but it gets much wider exposure in the Smith Center. So that's great. And what I wanted to do today was to just, to read the names of our colleagues who have been honored for excellent teaching, and to appreciate all the work they're doing.

Stuart H. Gold in Medicine
Edward J. Kaiser in City and Regional Planning
Lawrence L. Kupper in Biostatistics, School of Public Health
Kathleen Rounds in the School of Social Work -- won the
Distinguished Teaching Awards for Post-Baccalaureate Instruction.

The Tanner Faculty Awards for Excellence in Undergraduate Teaching went to:

Robert S. Adler in the Business School
Pamela Cooper in English
Terence Evens in Anthropology - who is here
Ken Lohmann in Biology, and
Della Pollock in Communication Studies.

The Johnston Teaching Excellence Awards went to:
Donald C. Jicha in Chemistry
and Arrel Toews in Biochemistry.

The William C. Friday-Class of 1986 Award for Excellence in Teaching
went to:

David Halperin in Religious Studies.

The Tanner Awards for Excellence in Undergraduate Teaching (Teaching
Assistants:

Judy Ellis in Religious Studies

Judith Logan in English

Elliot McGucken in Physics and Astronomy

Kimberly Miller in the School of Education, who has also served as
the head of the Graduate and Professional association

[Federation]; and

Sanjay Shahani in International Studies.

Let's all give them a round of applause. [applause]

Now we turn to the other business of the day. Oh, you can ask me questions. Professor Harry Gooder (Microbiology and Immunology): Not a question, but a comment about faculty-legislative interactions. For five years we've had a committee of faculty on this campus attempting to educate individual members of the Legislature regarding what we do, what we need, and how efficient our sort of resources are. Every year one makes a plea for more faculty involvement directly with the Legislature. When we began it was not looked upon with favor by General Administration. It so happens that we've had some successes over the last few years, and I think from what you were just saying, they've bought into the idea that individual faculty on the various campuses can be influential in the education agenda of the Legislature. Professor Frankenberg may be here; he's currently chair of that group. And I know he's looking for the involvement, significant involvement, of a larger number of faculty. And I'm simply going to make a plea that we realize that the name of the game has changed. We can no longer simply depend upon General Administration or our own Administration to increase our resources. And more and more faculty are going to have to get involved directly with either the legislative process or with individual alumni and donors if we're going to get significant core holdings in the library, etc., and the involvement of faculty salaries, too. Professor Brown: Do you want to say anything to that? [to Chancellor Hooker]

Chancellor Hooker: I agree. Clearly a lot of our success last year was attributable to the faculty and to the legislative committee here, and I'm delighted that the President sees the value of having faculty educating the Legislature and it can only work to our benefit if we have more and more people doing it. Professor Gooder: I think it's important that it be a faculty agenda, however, not an administration agenda. And there will be times they'll be out of sync with General Administration. I think that's appropriate. I think it's essential we tell them what we're doing, but we don't necessarily buy into an administrative agenda. Chancellor Hooker: Yeah. No, I think that this year there is nothing on the Board of Governors' agenda for the legislative session that our faculty wouldn't warmly embrace. Professor Gooder: I absolutely agree. Chancellor Hooker: And if we could get that, that would be delightful. And again, anything else would be selfish, but it is conceivable, obviously, that, Jane just enumerated some areas where one can imagine that the faculty would perceive its interest at variance with that of somebody else. But certainly this year the Board of Governors' agenda should be our agenda. Professor Brown: Anything else? Great. And I

know Dirk is looking for volunteers to work with him on this. It's called the Faculty Legislative Liaison Committee. So if any of you are particularly interested in that, please let me know and I'll let him know.

IV. Special Report of the Executive Committee of Faculty Council: Revised "Mechanisms to Implement Salary Principles": Jane D. Brown and James L. Peacock, III.

Professor Brown: Okay. Very great. We're talking about salaries today. We have been talking about salaries. And now we're going to talk about salary policies. Do you all have the resolution? Everybody has that. So I'd like to start with a brief review of where we've been on this. We have certainly talked about this before. We began this conversation in Faculty Council based on a couple of reports about salaries and salary distribution generated both by a committee in Arts and Sciences and a committee chaired by Jack Evans and Arden Miller that was a subcommittee of the, and then a subcommittee of the Executive Committee proposed a set of principles for salary policy. Those principles were discussed at the October Council meeting and adopted at our November meeting. And you all should have a copy of those in your handout there. We discussed the implementing mechanisms at the November meeting but did not vote on them at that time. A conference committee was convened to consider the implementing mechanisms. In the meantime the principles and the draft mechanisms were circulated to all faculty and administrators with the November Council minutes and faculty and administrators were encouraged to comment to the conference committee. Chairs and deans from both Academic Affairs and Health Affairs and members of the Executive Committee of Faculty Council served on that conference committee, and you have a list of who served there, as well. And Jim Peacock who will go to heaven for this served as chair of that conference committee. Professor Peacock: Hopefully not right away. Professor Brown: And they met a number of times and then brought their recommendations back to the Executive Committee. The conference committee agreed on four of the six mechanisms. Numbers 2 and 3 of the ones you have there today were not brought back from the conference committee. There was not agreement on those. The Executive Committee, after much more conversation, decided to reinsert mechanisms 2 and 3. They are a little bit different from how they were originally. But they would still provide for review of the policies. The Executive Committee brings these forward unanimously. We unanimously support the mechanisms that you have there in front of you. If you would, I'd like to go over them just very briefly. This should get us all on the same playing field here. This is what we're looking at. Does everybody have a copy of this?

So, in number 1. What we're calling for is that each unit that recommends faculty salaries and where salary increases originate would in consultation with the unit's head and its faculty formulate a written policy to guide such recommendations. If you read your "Frequently Asked Questions," you get some more about that. It's basically that it could be the faculty as a whole at that point. It could be an elected committee. It could be another kind of committee. To propose policies at that level. In number 2 and 3 we suggest a mechanism for the review of those policies. In number 4 we suggest that individual grievances should go to the Faculty Grievance Committee as is specified in The Faculty Code now. In number 5 we request that data be made more available and understandable to the faculty. And in number 6 that

regular evaluations of deans, chairs, and others would include appraisal of their performance in implementing the salary policies. We suggest that these mechanisms be provisional, that we would see how it would work for the next two years, and then we could bring them back and say they should be adopted permanently, amended, replaced, or eliminated. Okay? Rather simple for a very complex subject. And we did talking points because even though they look simple on the surface, they are not. And I anticipated questions and lots of interesting conversation about this.

Let me set a few guidelines for this discussion. We -- I would to make sure we know who can vote and who can do whatever. We are not a meeting of the General Faculty today. So we are a meeting of the Faculty Council, which I think is appropriate because we are the ones who've been talking about this. We are elected to represent the rest of the faculty. So it will be the Faculty Council members who will vote on these mechanisms. Any member of the faculty and ex officio members of the Council can move amendments and speak to these amendments and to the original mechanisms. Does anyone have a question about whether you are a member of the Council or an ex officio member? Why don't we just read who the ex officio members are, cause you can make motions. "The ex officio members shall be: the Chancellor, the Provost and Vice Chancellors, the Dean of the General College and the College of Arts and Sciences, the Chair of the Faculty, Secretary of the Faculty, and the chairs of standing committees of the faculty." So those are our ex officio members. Okay. Any questions about that? Do all members of the Faculty Council have a name tag on today? Okay. So you know who you are. [laughter] Okay, also. We adjourn automatically at 5:45, whether we are done or not. We have been training ourselves to be done by 5:00. I doubt we'll be able to accomplish that, but it would be nice to do that, to move expeditiously, with velocity. So, I have also heard from a number of faculty who want to speak. I have a tentative list of people who want to speak to these various mechanisms. And I'll try to call on you and others who want to speak to them. I would encourage us to not be redundant. If someone has said what you want to say well, fine, let's leave it at that and get on. Okay? And let's remain civil, as we have also trained ourselves to be. Okay? So, Jim, I'm going to call on you to move the mechanisms. And anything else you'd like to say as chair of the conference committee.

Professor Jim Peacock (Anthropology): I hereby move the mechanisms.

Professor Brown: Do I hear a second? Who seconded? Professor Peacock: Many people. Thank you very much. Is there anything else you'd like to say, Jim? Professor Peacock: Very briefly. I want to remind you of the Principles which you passed last time, especially Principles 1 and 2, because the Mechanisms are an effort at carrying out Principles 1 and 2. Principles 1 and 2, which you have before you, in essence, call for a publicly stated policy developed in consultation with faculty. And that's what our mechanisms try to do. Now, do you want me to also move Joe Ferrell's amendments, which were handed out. They're not my amendments, but they're his, and you do have them on the table.

Professor Brown: Well, I think the first one is an appropriate one to do right at the start, given that it is about where these things go. So, that would help us be clear about --- Professor Peacock: I therefore would like to move amendment #1 from Joseph Ferrell, who cannot be here. Professor Brown: Does everyone have a copy of that? Would you read that, Jim?

Professor Peacock: It says:

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.

And then he explains that:

[Comment. This new paragraph makes it clear that action requested of the Council is not legislative in nature but is a request for a action by the Chancellor. Such a request is within the powers of the Faculty Council as specified in Section II.H.(2)(c) of the Faculty Code, which provides that the Council has power to "...give advice to the Chancellor with respect to any matter affecting the life of the University."]

Professor Peacock: Joe Ferrell is the Chair of the University Government Committee and therefore he's trying to make sure that what we do is in accord with the Code. Professor Brown: so do I hear a second to that amendment. [Seconded.] Discussion on that amendment? We're going to move fast. We'll just move to a vote then, hearing no discussion. All those in favor of that amendment, say aye. Any opposed. [one] Very great. The ayes have it, so that will be a preamble to this, suggesting where this goes. Very great. Now I will open discussion, and I would encourage you, let's stay as organized as possible, we're going to move through it if possible. So, anyone want to speak to Mechanism #1?

Professor Steve Bachenheimer (Microbiology) (and also Chairman of the Faculty Welfare Committee): I may need to start by going back to Principles. There's a lot of discussion about Mechanisms and how decisions should be made about salary increases. But there's one concern I have, that is, are there any, can we identify any common principles across campus? I know there's been a lot of discussion and realization that many units have to deal with many different issues with regard to salary and how raises are apportioned and so on. But are there, in fact, any common principles? My understanding and the understanding of the Welfare Committee is that when the State appropriates money it can be, it's composed of monies for cost of living increases and monies for merit increases. And the question comes up as to whether, when decisions are made about distributing salary increase monies, whether cost of living, the portion that's represented as cost of living increase money can, in fact, be distributed in such a way as to deny any given faculty member a cost of living increase. The argument could be made that merit increases can be distributed in a way that could address issues of salary compression, etc. But can, in fact, unit heads divert cost of living increases to deal with issues like salary compression? If they can, under what authority? Does this seem like the appropriate thing to do? Professor Brown: Does the Provost want to speak to that? Provost Richardson: It's not possible for cost of living increases to be diverted. They can be established either by the Legislature, and the implementing in the initial appropriation. More usually are established by the policy sent down by the Board of Governors to each of the individual constituencies, with an instruction that at least say, 2% of this money must go for across-the-board. When that happens, one cannot do anything to divert it. Professor Bachenheimer: So I would suggest perhaps it would be useful in some way to create a mechanism that lets all unit heads know explicitly that certain funds must be used in certain

ways. Professor Brown: Isn't that clear, Dick, when monies come in on campus? Professor Bacheneheimer: But it would seem important in this discussion about mechanisms governing salary policies that there be some explicit statement about that fact. I think there are people who don't understand it and some people who are well aware of it. And I think it can do no harm, it seems to me, to, as part of any policy statement that goes forward with regard to salaries, that that statement be made. Professor Brown: Anyone else want to speak to that?

Professor Gooder: I hate to disagree with my faculty colleague, but I think it, if my memory is correct, for the last five years the Board of Governors have not mandated any of the salaries monies to be applied to cost of living. The simple thing that's come down from the Board of Governors to each campus is that more money shall be used for merit only. And that's one of the reasons that we're getting into the mess that we're getting into. And it has not sat well with Faculty Assembly, but they have not been able to change the minds of the Board of Governors. Inasmuch as the Board of Governors mandate a cost of living, there is no way the Chancellor or any other administrative officer can obviate that cost of living, I don't see why we need to burden the written documents by saying it.

Professor Brown: Anyone else want to speak to number 1 here.

Professor Peacock: My colleague, Ron Hyatt, has an image for this effort, which is trying to put tennis shoes on an octopus. This is an example of one of the hundreds of specific points that could have been included but we chose not to in order to emphasize the essential points which are consultation, and that the policy should be stated explicitly. If we get into the details of what the policy ought to say, then I think we'll not get out of here by 5:00. Professor Brown: Any further discussion about #1? Very good. Move on to #2.

Professor Miles Fletcher (History): We've been at this issue of salaries and the mechanisms for a long while, and I greatly appreciate the work of the conference committee arriving at this compromise. I do have a concern about mechanism #2, and I'd like to propose a brief amendment to it. My concern is that the elected committee in each college or school should perhaps do a little bit more than just look at the policies to make sure that they're in a file somewhere and that they conform to the principles. I think this committee has to take some action to make sure that the policies are being used. Therefore, my brief amendment, proposed amendment, comes in the second sentence of mechanism #2. As amended, it would read: "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 implemented" -- that's the amendment -- "consistent with the Principles." Professor Brown: So you are inserting one word. Professor Fletcher: Yes. Professor Brown: Okay, do I have a second for that amendment? [seconded] Any discussion.

Professor Joy Kasson (American Studies): It seems to me that Miles is, I know what a lot of work it has been to arrive at these very clear mechanisms. It does seem to me that this suggestion is in line with the spirit of what this second point is about, which is about having the elected faculty committee and making sure that it has a role to play in this process. So I think that the idea that the faculty committee would cease its job once the pieces of paper got in the file also to me seems like not quite enough work for it. And so I would like to agree with

Miles and to support the notion that it's not only collecting the policies but suggesting that the elected faculty committee would work to implement them, would work to ensure that they're implemented.

Professor Carl Bose (Pediatrics): I'm a faculty member, a non-administrative faculty member. I don't agree with this amendment. I think that there are other avenues to appeal perhaps errors in implementation on the part of administrators. There is a grievance process, if individuals are aggrieved and implementation has been unfair in their service. There, as you see farther down, issues concerning the policies can be taken to the Chancellor, and the Chancellor may choose to use the Advisory Committee as a hearing board. I think there are other mechanisms to deal with faulty implementation. And I worry very much that implementation implies that a committee would, by default, have to be reviewing individual decisions by administrators. I don't think I would wish to see that happen. There is also another opportunity to review the performance of administrators in the implementation process, and that's at their periodic reviews. And it's stated very clearly they will be reviewed upon their performance in implementing salary policy. So I think there are a number of safeguards. I think that this may interfere with the role of the administrators and may cause them to have to be constantly reviewed on individual decision making at the committee level, which I think may interfere with their function in this University. [Unidentified person]: And what is that function?

Professor Steve Leonard (Political Science): I'm sorry to disagree with Carl. I think that all the reasons he gave are the reasons that we need these considerations for accountability and implementation. Accountability is the issue here. It seems to me that accountability entails first a statement of clear and defensible principles, which we have. Secondly, a set of procedures by which we can be sure that those principles are being adequately implemented. This document, and I apologize to my colleagues on the Faculty Council who were part of this process, this document seems to me to be woefully inadequate with respect to considerations of implementation. I think that, in fact, accountability in the implementation of these policies is good for administrators, because it strengthens their legitimacy; I think it's good for faculty because it strengthens our sense of a just community here; and I think it's good for the public at large because it gives the public at least some assurance that the money that they're sending to the University of North Carolina at Chapel Hill is being used in ways that are publicly accountable. So, again, I think that I have to disagree with Carl. I think that some wording that would make sure that these policies are not just reviewed but also implemented is fully appropriate in this case.

Professor James Thompson (English): I'd like to endorse Miles' proposal here. It seems to me that's the only place in this whole document, aside from the title, that the concept of implementation appears. Otherwise this document, as gracious as it is, says in so many words, a half a dozen times, our principles are quite lovely, but we don't wish to implement them. We don't wish to put them in practice. I don't think that we would come up with a policy on sexual harassment and then announce publicly that we're not going to implement it. And that's what this document does without the amendment.

Professor Leon Fink (History): I'd like to add a word on the same on behalf. Intellectuals and educators sometimes disparage of being

members of the chattering class. That's surely unfair, except occasionally with some Faculty Council [laughter], and not as a member of the Faculty Council but as one who's been interested for some time in the deliberations, this is a kind of fork in the road. It seems that a lot of serious thought and good effort has been put into this process. If it represents anything, it does represent something of a change, an experiment to be sure, in offering another kind of guidance over the administrative decision making, namely, a more active faculty presence to the end of equity. So I would hope that we would finish this process up with something substantive rather than mere rhetorical.

Professor Barry Lentz (Biochemistry & Biophysics): I'd like to point out that the word "implement" or a derivative of that word is in item #6, and when I read this, I underlined that word and ask how are you going to bring this appraisal of the performance of an administrator into the review of the administrator. I feel that the appropriate place for ensuring that the administrator is implementing is in their regular reviews. And, I'm afraid that if we put the word "implementing" in item #2, it will have the effect of creating a micro-management of our chairs and administrators at the point of individual salary decisions. And I think the appropriate place for it is at the point of review. And so I would be in favor of judging our administrators and not at the point of individual salary decisions, or every year at the point of review.

Professor Mary Sheriff (Art): I'd like to speak in favor of the amendment. I think it's really all to the good that we have a lot of openness in this entire process. And I also would like to say that from my point of view there's a difference between looking at perhaps a grievance that an individual faculty member is bringing, and looking to see if the policy is implemented in a fair way across the board. And I think that dealing with individual grievances and dealing with a general assessment of the implementation are two different issues. So I think that including the word is very positive on this point.

Professor Khalid Ishaq (Pharmacy): I do agree with Carl. And I think Barry. I think this is going to cause lots of problems at the end, and there should be a little bit more flexibility given to directors and deans. If this is maybe a committee, that's fine, but I think this is carrying it too far. Thank you.

Professor David Pike (German): As far as I know, the only real review of administrators and of chairs that takes place, takes place in five-year increments, so that I would think a lot of faculty members could pay a fairly stiff price in the interim before it's determined that that person's chair or that person's dean has been found to be deficient in accordance with paragraph 6 with his or her sort of oversight responsibilities. I sort of have a tough act to follow. I do not want to be redundant. I think this is what the entire set of mechanisms is going to come down to, whether or not we're going to have any specific mechanism that offers some possibility of engaging the problem or whether we do not. And the only mechanism here that significantly will engage the problem is #2 and then only if, in fact, these policies are watched to see that they are, in fact, implemented. I don't see that it is terribly realistic, given the pattern of compression and inequities and unfairness and injustices that have occurred over the past several years here, to think that any of these other items by themselves will sort of work together with #2 in terms of its limitations in examining nothing more than policies to seriously engage a problem and to start dealing

with it before it gets worse and before the threat that it poses to community on this campus gets so out of hand that we will have really acrimonious and nasty confrontations. I think the time to act is now. I'd like to tell, I would like to urge all those of you who believe that we have a serious problem and we need to act now stand up and be counted. Because I think this is the ballgame.

Professor Karl Petersen (Math): [tape changed] ... issue here is whether the faculty would be involved in checking out whether these policies are being implemented, and I think the involvement of the faculty should be helpful to the administrators and it's also the right thing to do. In the first place the faculty are the ones who are impacted directly by these salary decisions. They should be involved to the extent that's possible and feasible. But beyond that, the faculty judgment, expertise, and advice should be very helpful to those making those decisions. I don't see any problem at all with micro management. We're not talking about looking at individual cases. We're talking about general aggregate decisions across the board within units or over the larger segment of the University. And there's an historical parallel. I think many years ago on the Faculty Council there was a discussion to get faculty more involved in the running of the athletic program. You might recall the Betts Committee and the outcomes of those discussions. The Athletics Committee used to be entirely appointed, and at a time of some controversy in the athletic program here and nationally, the Faculty Council voted, over the objections of the Chancellor, fine, I was on the Council and at that meeting, to make the Athletics Committee be an elected committee of the Faculty Council. And I don't think anyone could really argue that that has hurt the athletic program. I think if you read the papers, we see that frequently the University of North Carolina and its athletic program are held up as models to the rest of the nation as to how to run an athletic program in an open and honest way. I think that's due in large part to the good advice that the faculty Athletics Committee gives to the Administration, and to the Athletic Department. And so by analogy here, I don't think there's anything to fear about micro management, or the fact that a committee is going to look to see how general principles are actually put into practice. The individual cases are going to be handled [this way(?)].

Professor Paul Farel (Physiology): I have a sense that considering the passion with which some people are speaking that they have some specific cases in mind and they feel the need for a schoolwide committee to look at the implementation of the policies. And I don't have that, so feel kind of at a loss. I think that there's a level of detail that some of us who oppose the amendment don't have. My concern is that if a chair comes into a department and decides to build up that department by emphasizing an area that's really hot, and pays market value to hire very brilliant people in that area, I'm concerned that a school level committee that looks at that can say, "This violates our principle of community that's more important than perhaps scholarly excellence." I don't know who to trust more. I mean my tendency is to trust the chair more in these situations than to trust an elected faculty committee who will tend to be people who have been here a long time and perhaps have a vested interest in things remaining as they are. So I would oppose the amendment.

Professor Debra Shapiro (Business School): For that very reason that you just, Paul, expressed, when I was talking about these mechanisms or potential mechanisms with the Dean of the Business School, he

interpreted this elected faculty committee to mean that he no longer would be making decisions, but that there would be faculty-wide committee. And the question was raised, "Are people across all areas of faculty able to impact, make individual faculty salary decisions?" And he didn't think so, and in the discussion we all agreed that we actually feel that the Dean we hire is hired because we put our trust in the Dean. And when I read mechanism 1, question 1, it's labelled page 1 a few pages later in this document, there's a question that says, "Does Mechanism #1 specify how decisions are made about individual salaries?" And the answer says, "No, for example, some units may decide that they want the chair or dean alone to decide individual raises while in others a committee of faculty will advise the chair or dean on such decisions." So what I'm finding a little disturbing is if in fact that's true, I think the language of Mechanism 2 needs to reflect that, because otherwise I think there's a chance that deans won't actually feel that they have that privilege, to do it alone, if in fact that's what the faculty of their school want them to do. Professor Brown: I think a point of clarification would be that even if the dean, even if the unit head, decided that the dean would make the decisions, that there still would be guidelines generated by the faculty about how those decisions would be made. Professor Shapiro: In general. Professor Brown: In general. That's right. And that's what could be brought to this review committee, is to see whether those policies are being followed.

Professor Leonard: I'm confused about the nature of the objections to the amendment. It seems to me that there is nothing in these mechanisms that prevents administrators from making decisions about salaries that they think are fully appropriate. Nothing in here says they can't make decisions. All kinds of flexibility is preserved in these mechanisms. What is not preserved is the right of administrators to make salary decisions without having those, implementation of those salary decisions, checked by a faculty committee. That's all that's being suggested here, that those decisions should be checked by a faculty committee. And I have to emphasize again that this is a matter of legitimacy and accountability, and I think it's good for administrators to have this policy precisely because those decisions will be seen as subject to public accountability, and if those decisions are defensible ones, then, in fact, any decision that will be made, should receive as much support as it could possibly muster, given the case made in its defense. I also have to say that my parents are not very sophisticated people, but they did teach me to recognize an insult when I saw one, and I find it slightly insulting that some of our colleagues suggest that, in fact, faculty members are less capable of administering, of making judgments about what constitutes responsible and reasonable decisions about salary matters. Professor Brown: Okay, any further discussion for this amendment on the floor.

Professor Dick Soloway (History): And for my sins I also served on the conference committee, and as a member of that committee that had serious reservations about some of the earlier forms in which paragraph 2 was stated, I'm relieved to see that many of those concerns have been addressed. I don't see, either as a chair or as a faculty member, any serious problems here. It looks to me like we're not discussing a committee that's going to deal with salaries. We're talking about a committee that's going to see whether or not units and departments that have in fact voted upon and passed a salary review policy have, in fact, done that and that they are carrying out what they agreed to do. And I think the term, implementation, is very apt, appropriate, in this case,

because it seems to me what that committee in conjunction with a dean, that's what we're dealing with here, needs to be concerned, not only with is this thing being carried out, the policy being carried out, but if not, how can we go about getting the unit to implement. And as a chair, I would welcome, frankly, a committee saying, "Look, you passed the salary review structure we have, and implemented, and we don't see how it is being implemented in these particular areas." It gives me the opportunity to address those concerns, particularly if my faculty have concerns that we're not implementing what we agreed to implement. So, I find this not a terrible, dangerous paragraph at all, and I, as an administrator, would be very comfortable with it.

Professor Peacock: The issue of whether to have the word "implement" or not was discussed at length by the conference committee with the same arguments expressed on both sides. And then by the Executive Committee with the same arguments on both sides. And, a decision was made not to have the word "implemented." However, I think Professor Soloway's clarification of what it could be construed to mean is very helpful. The main concern about the use of the word was that which had already been expressed, namely that it invites micro management inappropriately. I think what he describes is appropriate. Professor Brown: Are we ready to stop? Oh, Carl, one last person.

Professor Bose: I'm sorry. I feel compelled to make one more argument. It was actually an argument first raised by Garland Hershey. He's not here today, so I'll cautiously make it on his behalf. He raised the concern that, at least in Health Affairs, mechanism 2, even as written, would impair the ability to hire and retain quality chairs. I did not agree with that advice, as it's currently written. I think the more meat you put into it would imply the more interference with the discretion of chairs to make decisions which they believe are in the best behalf of their department and their faculty. And it may, indeed, impair our ability to hire quality chairs in Health Affairs and I presume across campus. We are vitally dependent upon quality of leadership. And I fear that with this amendment, and therefore will vote against it.

Professor Brown: I can't quit debate unless someone out here quits debate.

Professor Terry Evens (Anthropology): Just one quick remark. I really don't understand Carl's position, since as it's already been indicated, what's going on here is the recommendation that such a committee can then say something as regards implementation. This does not control a chair's or dean's decision. It does inform it in certain ways, that the dean or chair will now have to take other understandings and opinions into account. That's a good thing.

Professor Craig Calhoun (History and Sociology): I would just like to offer the assertion that one of the key characteristics of a high quality chair might be to develop a policy in consultation with her or his faculty, and to carry out effectively that policy so that the faculty would recognize that it had been carried out.

Professor Arne Kalleberg (Sociology): I agree. I'm going to vote against this amendment. The problem I have with it is that it's not really clear how this faculty committee is going to implement this policy. And I think unless that is spelled out clearly, it's not clear to me how this is going to work. And I'm very concerned about micro

managing, reducing flexibility of chairs. I think this is going to only hurt our Institution. And, so if, in principle I think it's important for a faculty committee to have some sort of review. But I think the heart of it is how they're going to do that. And until that's spelled out I don't see, I see a lot of danger in this.

Professor Gooder: One of the problems that a chair faces is not accountability, because most of our chairs and deans are perfectly willing to be accountable. I think Professor Brown put it well the other day when he said the problem is fairness, whether or not the faculty perceived what the structure under which salaries are being determined is, in fact, fair. I think the problem that we face, at least in Health Affairs, which may not be the same as in Academic Affairs, is multiple sources of revenue. And a chair who comes in with a five-year program, and the faculty are going to support him, I hope, with that new program, may well wish to implement fairness over a five-year period. I think the worry about putting the word "implementation" in is that a faculty committee might wish to see fairness every year. And I think if you do that, you've really restricted the flexibility, at least with chairs in Health Affairs, and I know if my own chair were here speaking, he would say he is seriously looking at what we are debating today before he makes his mind up whether he will be reappointed. And we normally have to search for chairs outside because we don't have a revolving system. And so, I think we really have to think about the effect of this amendment.

Professor Kasson: Is it appropriate to call the question?

Professor Brown: Yes. Okay, now we vote on that. Is there a second on the call to question. This calling the question for the amendment. To end the discussion. We are ending discussion about the amendment of Mechanism #2, which includes, inserts the word "implemented." Do we want to stop discussion? All those in favor, say aye. Any opposed? One. Okay, so it looks like we're prepared to vote on the amendment. All we've done is inserted the word "implemented" between "are" and "consistent with the Principles." All those in favor of that amendment? Again, this is the Council members who may vote. All those in favor of that amendment, say aye. All those opposed say no. Looks like we need a hand vote. All those in favor raise your hands on this side of the room. And all those against, please raise your hands. Thank you. The nays have it. It's 30 against and 24 for. So "implementation" is not included in number 2 Mechanism.

Discussion about #3? I'm sorry; if there's more to say about #2? That was the amendment on #2. Is there any other conversation about #2? No. Shall we move on to #3? Any conversation about #3? Any discussion?

Professor Ron Link (Law): Just for information, I got a little lost in the legislative history. Did I understand you to say the conference committee did not agree on items 2 and 3 and therefore did not approve the set overall and that the Executive Committee of the Faculty Council is proposing the full set? Professor Peacock: No. The conference committee approved everything except items 2 and 3, on which they could not agree. Professor Link: Would it be a fair statement to say that in general deans and department chairs oppose the statement, or the mechanisms? Professor Peacock: No, that would not be fair. For one thing, we did not take a formal vote. And also the conference committee generally agree with all but items 2 and 3. That was the one where there was lingering debate. But there was not a formal vote where you could say who precisely was against the point. Professor Link: What were the

objections to item 3? We discussed 2. But what were the objections to 3? Professor Peacock: I think on the whole the objection to 3 was whether there needed to be any higher level review. Everyone seemed happy with the first level. And then the debate was more whether there needs to be something above that.

Professor Bill Campbell (School of Pharmacy): That wasn't quite my recollection, Jim. I think, at least my recollection was, there was an agreement that a review at a higher level was appropriate and necessary, but it was not clear where that review would be. And I think, actually, it was internally inconsistent as you note here; I mean, it says the request be brought to the Chancellor, and yet in questions and answers it says, it responds to a question, that it will be brought to the next level higher, which based upon the Chancellor's remarks today, would be the Associate Vice Chancellor. So, I'd like to clarify that. There certainly was not an intent that a higher level review was inappropriate, but it was the feeling that it would be the next level up, not jumping several steps. Professor Brown: Further discussion on #3?

Professor Leonard: Is it appropriate at this point to propose an amendment to #3? Professor Brown: Yes. Professor Leonard: I'd like to propose the following amendment to #3. With the amendment it would read as follows:

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.

Again, the arguments in defense of this would be the same as I made in defense of the implementation. Professor Brown: So you're inserting that phrase in the second sentence after "Issues". Issues concerning policies and their implementation unresolved at that level.... Is that right? That's an amendment. You're proposing that as an amendment. Is there a second to that amendment? [seconded] Any discussion on that amendment?

Professor Pamela Conover (Political Science): I support this amendment, and I supported the last amendment that failed. Not because I'm convinced that we know what's going to happen. I don't think we do. But because I'm convinced that it's an experiment in faculty governance worth trying. And I would draw your attention to the very last paragraph which says these mechanisms are provisional. They will be reviewed in two years. And that provides ample opportunity for us to see whether they will have a bad effect or a good effect. I think it's modest experiment, and a modest step, and I would urge those of you who voted against a similar amendment for the second one to reconsider. I think this is simply a two-year experiment in faculty governance. If it fails in two years we can come back here to this room and say, "Let's change it" -- or we can come back and endorse it. It is not final and it's not fixed.

Professor Calhoun: I would remind everyone that this amendment, which I support, would not materially change what is possible, but only affirm what is already possible, that is, that issues, including issues concerning implementation, may be brought to the Chancellor. I think it is already the case, as everyone is aware, that issues concerning

policies and their implementation in the University may be brought to the Chancellor. He appears before us in this gathering regularly and hears us bring concerns about various policies and their implementation. It is no extraordinary tying of the hands of department chairs or any other administrators to suggest that faculty members in their units can bring their concerns to higher level administrators for review.

Professor John Workman (Business School): Maybe I'm naive. I'm just trying to understand what implementation means now. Before implementation meant the committee reviewed implementation. As I understand it now, if an individual person has a grievance, they can ask for review by a higher up of the implementation but not by that faculty committee? I'm just trying to understand what this amendment is about. Professor Brown: Miles? Professor Miles Fletcher: I don't interpret the amendment that way. The amendment concerns, and actually all of #3 concerns, issues relating to policies, not an individual grievance. So if, in other words, if an individual has a concern about policies within his or her unit and/or in the way in which that policy is being implemented, the individual can bring that concern to the school or college committee. It's not an individual salary issue. It's policy issue. Professor Workman: But also concern about implementation of that policy. But again, the point is, before it was the committee at the department level really doing that, that implementation. This time it's being reviewed by a higher up. Is that correct? Professor Fletcher: No. Number 2 refers to the committee at the school or college level, and so does #3. That's how I understand it, refers to the committee at the school or college level and then if it's unresolved there goes further up. Professor Brown: That's right. Professor Fletcher: You still look puzzled by it. Professor Workman: Yeah, I am. Professor Leonard: Perhaps I should clarify my amendment? My intention here was not to hamper individual faculty members in any way or to perhaps enhance their opportunities in any way. In fact, this particular amendment concerns, as Miles suggested, nothing more than issues pertaining to the implementation of the policy itself. So in an individual grievance process, I can only, I assume, bring a grievance on my own behalf. However, if I feel that colleagues in my department, or perhaps colleagues in the school of which I'm a member, have been in some way aggrieved by this process, I could bring that to the attention of the Chancellor's Advisory Committee -- or to the school.

Professor Farel: It would help me a great deal if I had a specific example of something that could be brought up under the amendment that could not be brought out without the amendment. I'm having trouble thinking about what it actually means. Professor Leonard: I don't think we need to do this. We have reports available through, from information provided by the Office of Institutional Research showing the extent of inequities on campus. I'm sure it would be valuable for us to give specific examples about individual cases in this venue. Professor Brown: Well, can you give us.... Professor Leonard: Okay, here's a.... Professor Brown: Don't name names. Professor Leonard: Here's a generic example. You have a department in which you have 4 full professors, 4 associate professors, 4 assistant professors. You have three new hires in a year. Every one of the new hires is brought in at a salary greater than, say, two of the lowest paid associate professors. That seems to me to be the kind of example in which these concerns would be applicable.

Professor Calhoun: I still support the amendment, but I think Steve's example may be misleading. The amendment, again, I would assert

does not open any class of actions which would not already be possible. It just clarifies that actions could be brought with regard to implementation matters as well as other issues. Secondly, it only would be the case that the objection that Steve brought outlined could be brought forward if in fact the unit policy indicated that that was inappropriate. If the unit policy said it is the policy of this unit to trust the chair no matter what the chair does in all salary matters, then it would be inappropriate to bring that grievance, although I think one might bring different grievances about the creation of the policy. In general, right, grievances are talked about, they're not grievances, excuse me. Issues are heard about the policies. The departments or other units have the opportunity to set whatever kind of policies they and their leadership arrive at in a process of consultation. The question is, if we raise one about implementation, are those policies being implemented? We are not opening the door to people going back to principles of natural law to fight the established pattern.

Professor Farel: I'd just like to ask, are we clear what we're voting on? It seems there are two different interpretations of the amendment. Professor Brown: How do I assess that? Professor Bose: Well, I beg to differ a bit with Craig. The amendment was in the first sentence of #3, not in the second. [chorus of no's] Then we now are all clear on that. [laughter]

Professor Sue Estroff (Anthropology and Social Medicine): I'd just like to flip the question around as I'm thinking about it in my own mind. And think, all of us, before we vote, about what it says about us that we can't or won't vote for this. Professor Brown: For it? Professor Estroff: For this amendment. And I'm not going to take a position either way, but I'm thinking long and hard about being here and giving my energy to this place and being a part of this community, and what it means about us that we won't adopt the spirit and the letter of the previous amendment and this amendment. And I'd just like, before we vote, ask people to reflect on that just for a moment and see if that has any effect on the take you have on what this means.

Professor Brown: Any further discussion on this amendment. Unidentified person: Call the question. Professor Brown: All those in favor of stopping debate on this, this is the amendment concerning policies and their implementation, inserted in here, all those in favor of stopping discussion say aye. Anybody opposed. Okay very great. So we will now vote on the amendment that reads in the second sentence of #3, it reads, 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. Okay. All those in favor of the amendment, say aye. All those opposed say, no. I think the ayes have it. Very good. Anything further on #3?

And #4? Professor Link: Is it clear that an individual grievance about salary would be taken to the Faculty Grievance Committee? If so, have those, in fact, been taken? Professor Brown: Can anybody speak to that, who's been on the Grievance Committee? There's Jack Semonche. Professor Jack Semonche (History) (Chairman of the Faculty Grievance Committee): The answer to that is yes and no. Yes, a grievance can be taken; no, a grievance can't be remedied. Professor Brown: Say again. Professor Semonche: A grievance can be taken to the Faculty Grievance Committee, but as a practical matter, it can't be remedied. Professor

Brown: Remedied. Professor Semonche: And if you want some clarification, I'll give it to you in a moment. But let me ask, Jane, first of all, whether I can propose an amendment as a non-Faculty Council member. Professor Brown: Yes you can because you're an ex officio member as chair of a standing committee. Professor Semonche: Then I'd like to, in responding to Ron's question, and also responding to proposition 4, or provision 4, make an amendment that would delete 4 from this list of mechanisms. And I do that for a couple of reasons. One, it's not a mechanism to implement anything, and therefore is irrelevant. Secondly, it is, at best, misleading. And at worst, mischievous. And I mean to address really the latter point and respond to Ron. We have had as far as I can determine, from a perusal of the records, one case that came to a hearing over the last 10 years dealing with an individual grievance about salary. That individual also responded to the survey our Committee conducted last year and said he was convinced on the basis of that experience that the problem could not be remedied dealing with individual cases. Now, individual cases before the Grievance Committee. The Provost has recently asked for grievances based upon inequity due to compression. And maybe he thought he was going to get a few commuter planes worth of cases, instead of a couple of 727s. The Grievance Committee, as a practical matter, has found, over a decade, that it really cannot deal with individual grievances because the problem is systemic and is general, and these principles should be designed to recognize the fact that that is clear with anybody who has dealt with this problem over the last 4 or 5, 6 or 7 years. And therefore I move that 4 be deleted. Professor Brown: Is there a second for that amendment? [seconded]

Professor Pfaff: Point of order. I would like to be recognized on a matter, that this is a point of order. Professor Brown: Yes. Professor Pfaff: I think it is really true that you can't make an amendment which runs directly counter to the purpose of that which is being amended. You can't make an amendment which says in effect, no, to what, as opposed to yes. So I think the amendment is out of order. Professor Brown: So you can't make an amendment to delete something. Professor Pfaff: It's a contrary sense of the motion. Professor Brown: Craig, are we talking about parliamentary procedure? Professor Calhoun: I wish we were. The motion on the floor is not a motion to approve item 4 is it? Professor Brown: No, the motion is... Professor Calhoun: It is a motion to approve the entire document and therefore the amendment which calls for striking out item 4 would not be out of order or directly contrary to the motion to approve the entire document. Professor Pfaff: That would be up to the person who proposed the entire report. It would be Jim Peacock's call. Professor Peacock: I think we should entertain the amendment and vote on it, discuss it and vote on it. Professor Brown: Does that satisfy you, Dick? Professor Pfaff: Yes. Professor Brown: Is there a second to the amendment? [seconded] Okay. Professor Pfaff: Okay, now I'll speak in favor of the amendment. [laughter] I do think that this is a false step to include the grievance procedure here, for the reason primarily now that we've opened this great Pandora's Box of making all of these discussions a lot more public, we really mustn't tie one hand -- I'm going to mix metaphors horribly here in a minute -- one hand of the discussion behind the back in terms of the confidentiality that the Grievance Committee must maintain -- so that a grievant can express with any degree of publicity his or her grievance. But the Grievance Committee cannot be asked to respond publicly, and so you have no way of knowing whether the Grievance Committee would be performing its, would be issuing responses which were consistent. So I

think the degree of secrecy that the Grievance Committee necessarily has in dealing with other kinds of grievances runs counter to the thrust of what we're trying to do with this discussion. Professor Brown: Any further comment about this? This amendment?

Professor Christopher Armitage (English): I hope in 1996 it's not an offense to turn my back on the throne. Professor Brown: Please do. [laughter] I'd like to support Professor Semonche's proposal to delete item #4. And since the Grievance Committee is a personnel matter, all its issues are conducted in camera, and one hopes, secrecy, whereas in great danger I will introduce the "c" word, "comparability," even though the Chancellor obviously is not very happy with it. But comparability is obviously the very essence of this matter. It's already been alluded to by my friend over there. But one of the things which so agitates many of us is finding, for example, new associate professors hired at salaries greatly above long-serving, for two and three decades, full professors, that when this news leaks out, fear and loathing creeps through the department, and that comparability should be the very essence of these discussions. And therefore I support Professor Semonche's suggestion. [the question was called] Professor Brown: All those in favor of stopping discussion on this amendment, say, aye. Opposed. Very good. We'll vote. The amendment is to delete #4. All those in favor of deleting # 4, say, aye. Any opposed. Okay. Number 4 is gone. Thank you.

Number 5. Any discussion about #5? Professor Evens: I think #5 is important to emphasize. Professor Brown: You need to speak up a bit, Terry. Professor Evens: You need to make this information public, but nevertheless I would like to propose an amendment. I would like to see the following sentence added. Simply, .. Professor Brown: Where would it be? Professor Evens: At the end. Well, there's only one sentence. Professor Brown: Oh, you're right. Professor Evens: It would be a second sentence. It would read: "The base salary figures for each faculty member should be archived and the data in the archives made available in Davis Library and any other appropriate location on campus." And this seems, I think, a simple matter. My concerns are 1, it's time to remove the stigma from people who want to examine this material, and 2, for obvious reasons it seems very important that material this time be ready at hand if we're to help promote fairness in the salary structure. Professor Brown: Could you read it again, Terry? Professor Evens: Well, it should be something like that. I didn't write it out terribly carefully. I said, "The base salary figures for each faculty member should be archived and the archives should be made available in Davis Library and any other appropriate location on campus." Professor Brown: Is there a second? [seconded] And discussion?

Professor Gooder: I'd ask you to define what you mean by "base salary." The point is my dean [may complain](?) that I was running a department, but there is no such term in our Code and no such figure. Professor Evens: Let me, I want to read something from the previous mechanisms, which perhaps may help. It said, "The data should identify the permanent base salary of each faculty member that"....sorry, there was something there, it concerned, there are so many different figures, as you go now to the materials and you look, it is very, very difficult to determine what an exact salary is of a faculty member. You can't tell the supplements, you can't even tell exactly what [is reported](?). And I'm asking for some clarification of that in the records and that it be made available.

Professor Melissa Bullard (History): I'd like to speak in favor of that amendment for some very practical reasons, namely, that for people who have been working with this data it's very important to have runs of data over more than just one year. The present information that's made available, with all its imperfections, is only for a current year. Therefore, if we have this data archived, it will be possible for people, people in the Office of Institutional Research, for example, to be able to consult more readily information for periods of years which, after all, is the vital data that one needs to understand and compute compression and inequities. You can't do it just on the basis of one year data. So archiving the information would make more years' information available.

Professor Peacock: The difficulty of defining a term such as "base salary" was one of the reasons why we simplified it and left it up to the Office of Institutional Research to figure out how to define and make available. As the mover of this, I would regard as a friendly amendment something more or less like Terry's but perhaps deleting the word "base." Professor Brown: Good. Terry, do you accept that as a friendly amendment? Professor Evens: Yes. Professor Brown: So we take out the word "base." So now we're discussing an amendment that says, the sentence, "The salary figures for each faculty member should be archived and the archives should be made available in Davis Library and other appropriate locations." Professor Peacock: It's a friendly amendment. I've accepted it. Professor Brown: We're not voting on that, right? We've just revised the amendment. We've taken out "base."

Provost Dick Richardson: I asked that all the data, current data, be moved from Airport Road to Davis Library, and this has happened only this year, making accessibility of these data to the faculty easier. We don't have archival material on them unless you want us to just move books from former years. And I acknowledge Terry's concern about trying to figure out base salaries. We have a horrendous time figuring that out ourselves. But the best that we can do with Institutional Research, I feel fairly confident right now, is to move data books from other years that are comparable to what we have right now. But we can't archive it in a way that's, in a format that's different, given the sort of situation we're in. Professor Brown: Can it be done in the future? Professor Richardson: I will be happy to talk to Tim [Dr. Timothy Sanford, Director of Institutional Research] about in the future possibly making some sort of archival data of bases. But there's not any possibility we can get a history of this differently than what we have. Professor Brown: But we could begin. Is that right? Professor Richardson: I'm willing to ask somebody to try it. But it's certainly difficult to get that material in a format differently than the way we can turn it out for everything else.

Professor Gooder: I would wonder if the proposer and also Professor Peacock would accept it should be in both Health Affairs Library as well as Davis Library? Professor Brown: Would that be considered "other appropriate locations?" Professor Evens: Absolutely.

Professor Brown: Anything else? This is on the amendment to #5. Do I need to read that again, or is everybody clear about that? Okay. The amendment is: The salary figures for each faculty members should be archived and the archives should be made available in Davis Library and other appropriation locations. Professor Peacock: And Health Affairs.

Professor Brown: Davis Library and Health Sciences Library and other appropriate locations. Okay. All those in favor of that amendment, say aye. Any opposed, say no. Very great. Any further discussion about #5? Very good.

Number 6: regular evaluation of deans. Professor Kasson: I'd like to propose an amendment. I'm going to have to propose and run, I'm afraid, because I have to go pick up my daughter, but-- . The spirit of this amendment is simply to expand a little bit the question of who would do the appraisal of the performance in implementing the salary policies. And to suggest that after the word "appraisal" be added the phrase "by the elected faculty committee as in number 2 above." And this would suggest that this elected faculty committee, which has now reviewed the policies and is well aware of what they are, can do a report that would be part of the appraisal of the performance of deans, chairs, and other unit heads. The regular committees that do those appraisals have many things to consider. And those evaluations proceed on many, many fronts. But the elected faculty committees are aware of what the policies are and what the issues are regarding them. So, the amendment would be to add that the regular evaluation should be by the elected faculty committee as in number 2 above. Professor Brown: As in #2 above. Okay. Is there a second? [seconded] So we would insert "include an appraisal by the elected faculty committee as in number 2 above." Discussion of the amendment.

Professor Richardson: I appreciate Joy's concern, but I hope everyone would recognize that we have a process by which this appraisal is done that includes, in all, the faculty. I come to the faculty chair and seek members. We appoint that upon her advice. This appraisal is done over a six-week period. Incredibly intense. And they have a number of things that they can look to -- for example, the individual's relationship with minority hires, female faculty -- a number of things that they must make an evaluation on. This would require simultaneous evaluation by another committee during this same period of the individual. We have, according to our document, only a six-week frame within which it has to be done. Now, it doesn't matter to me whether we have two committees or not, but I think we should be aware that this would put two committees poring over of the same data and certainly poring over the same dean.

Professor Bullard: I'd like to make perhaps a point of clarification. I don't think the spirit of this amendment in any way is to design another committee which would duplicate the efforts of the committee that you have just pointed to, Dick. I think it would provide one piece of data, which that committee would be very well placed to do, to this larger committee that would be looking at all facets of the performance. There would be just one piece, and it seems a very logical addition to this process.

Professor Pike: I'm confused about something that perhaps I ought not to be confused about, that being a characteristic of a lot of the entire discussion. Regular evaluations of deans, chairs, and other unit heads: are we in every instance talking about an evaluation that occurs once every five years? Now I'm assuming in the case of deans that that is in fact true, but is that also true in every instance of an evaluation of a unit head, that is only occurs when that person is to be presumably reappointed or not to a second term. Professor Brown: Dick, can you clarify that. Are chairs evaluated regularly, five years? Provost

Richardson: The evaluation that we do at the dean level, of course, and actually it's done in the first semester of the fourth year in a five-year appointment. So it's not at the end of the five-year period. I'd ask the Dean of Arts and Sciences to tell us about the evaluation process for chairs. Obviously, if you're not going to be reappointed or if you seek not reappointment, you're not going to be evaluated on this score. Evaluations are on appointment or reappointment. Dean Stephen Birdsall (College of Arts and Sciences): I guess I'd say that the only formal evaluation is done at the end of the first individual chair's term in which he or she might be considered for reappointment. There are, of course, informal opportunities for input but you are right. Formal evaluations, it's either in the fifth year or if the chair decides to step down early, then in the 3rd year or 4th year or whatever. But usually if they're stepping down, of course, there wouldn't be a reappointment until the fifth year.

Professor Bose: Yes, this really is to mind where success in implementation is most likely to reviewed in detail and we can have a real impact on someone who doesn't perform and who ignores policies that have been developed in a consultative capacity. And I appreciate that this committee might be a very valuable partner in this scheme. I wonder, though, the fear I would have is if they pull all of this information together in a very detailed fashion, hand it over in a report, and it would be diluted out because the primary committee hadn't really put the effort into it. I really think that the committee that does the evaluation ought to collect the information, see the source documents, be part of the process. And I think it might be more meaningful if done by that committee, that is, the committee that reviews chairs and deans. I'd hate to see this report and information diluted out by virtue of its collection and consolidation by another committee.

Professor Bullard: Just in response to Carl's point. I think that a lot would depend on how the committee that was appointed used the material offered by this committee. And it would certainly be a tremendous advantage to that committee to have this material available and to have an added group of elected faculty who have considered these issues help decide a particular agenda of the department or unit. I think it would be tremendously helpful. Professor Brown: Further discussion on the amendment to include "by the elected faculty committee as in #2 above."

Professor Catharine Newbury (Political Science & African and Afro-American Studies): I was a member of the University Salary Committee that met last year and submitted a report in the spring. The committee chaired by Jack Evans. And it was very sobering in going through the material that that committee gathered to realize just how serious the problems of equity and the problems of salary compression are in certain units in this University and certain divisions. And so I think that the more teeth that we can put in these mechanisms the better. And I strongly support Joy Kasson's suggested amendment because I think it's important that this elected committee have something to do. And they would gather, they would gain expertise and be able to put together information in terms of the implementation, and I fully concur with what Melissa said about how that expertise could then be shared with the review committee that is set up at these five-year intervals. So I strongly support the amendment.

Professor Pike: A quick addition. I would like to stress the "and other unit heads" here, that seems to be being forgot a little bit in our concentration of other somewhat more formalized processes of evaluation. But there is no committee that evaluates a departmental chair and considers whether or not the chair should be reappointed. I think it's a fairly informal process that's involved in the consideration of a reappointment of a department chairship. Maybe, and I'm just talking about Arts and Sciences. Well, then, if nothing else, then, we need to make this even more complicated than it is already, but I wouldn't see how we could be hurt by having those people. I guess in this case it would be the dean who was reviewing a particular departmental chair solicit information from this particular committee with respect to that particular chairman's performance. But I'll -- there are ambiguities here that I'm not aware of; I'll let other people address them.

Professor Mike Lienesch (Political Science): I want to respond to Carl's point. For four weeks in January I was on a very hard working dean's review committee. And as a practical matter, for we were very ably chaired by Pete Andrews, who's sitting next to me, as a practical matter, I can't imagine that we could have done what Carl suggests in gathering that kind of material. We had plenty to do and spent a lot of time diddling all the other things we had to do. And as a practical matter I think it would be very helpful to committees like that to have that material made available. Professor Brown: Any further comments? So we have an amendment that we will vote on here that inserts, as I have it:

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.

So we are voting on this piece: by the elected faculty committee as in #2 above. That's the amendment. All those in favor of the amendment, say aye. All those opposed, say no. Very good. That's carried.

Any further comment about #6? Any further comment about the final paragraph that makes all of this provisional?

Professor Peacock: This is in response to Joseph Ferrell's proposed amendment #2. Professor Brown: That you all have a copy of. It was available when you came in. Professor Peacock: It seems to me that the final paragraph makes it unnecessary because this set of, this policy is provisional and should it become permanent and, therefore, the Code need to be changed, then Joe's amendment seems relevant. But at this point it does not seem necessary. Professor Brown: Anybody else want to say anything else about that? Okay. We did it. We are ready to vote on the original motion.

Professor Link: Is discussion on? I'd like to propose an amendment which basically simply would allow any unit to elect out of the mechanisms by a super majority vote. It would read: "Any unit may elect by a two-thirds majority of those present and voting not to be bound by the mechanisms, in which event the unit may adopt any mechanisms or no mechanisms at all." Professor Brown: Do you have a copy of that, so I can... Okay. New amendment. Do I have a second for that amendment? Should I read it again? Do I have a second for the amendment? [seconded] The amendment is:

Any unit may elect by a two-thirds majority of those present and voting not to be bound by the mechanisms, in which event the unit may adopt any mechanisms or no mechanisms at all.

There is a second. Comment on this amendment. Professor Gooder: Two-thirds of whom? It doesn't say "faculty." Professor Brown: Majority of those present. Professor Link: I borrowed the language from the Faculty Code, actually. It would be up to the unit, whoever's entitled to vote in the unit. Professor Brown: So the intent is faculty in the unit? Professor Link: It's whoever's entitled to vote in the unit, which would be faculty, I assume. Professor Brown: Okay. Professor Gooder: May I add to my reason for asking it? There is much debate in many units as to the voting privileges of full-time, part-time, and fixed-term faculty. Hence, my reason. I think you can't just lift it from The Faculty Code. That applies solely to essentially full-time faculty. And I think one has to specify who would be allowed to vote in passing such a resolution. Professor Link: Who's present, entitled to vote, and voting. Does that take care of your concerns? Professor Brown: How do you want to change it? Professor Link: It would be "of those present, who are entitled to vote, and voting." Something like that. Professor Brown: Okay. Since that's been seconded, what do we need to do? Professor Peacock: We need to discuss it. Professor Brown: Now we're discussing that amendment to the amendment? Is that a friendly amendment, Ron? That you just accept it? Okay, fine. Very great.

Professor Peacock: If that passes, then I take it, item, and it's -
- if the whole thing passes, plus the amendment, then item 3, I believe, would permit a faculty member to bring to the Chancellor's Advisory Committee as an issue that their unit did not have mechanisms. In which case the Advisory Committee perhaps could recommend that they create mechanisms.

Professor Laurie McNeil (Physics and Astronomy): One step back from Jim's point is that there are certainly plenty of units in Arts and Sciences, at least in which the only legal voting members on issues are full professors.

Professor Leonard: I'd like to ask Professor Link why two thirds? Why not say a full consensus, given the importance of these considerations to the individual well being of faculty? Why not make it required that every voting member of the unit choose to opt out? Why two thirds? Professor Link: Simple, clear, traditional, super majority requirement.

Professor Calhoun: I would like to propose an amendment to Professor Link's amendment. A second sentence which should read: "Upon such a vote the unit shall be determined to have seceded from the University." [laughter and applause] [seconded] Professor Brown: Was that serious, Craig? Read it, say it again. Professor Calhoun: "Upon such a vote that unit shall be determined to have seceded from the university community." Professor Brown: Any -- this is getting ridiculous. We will now have discussion about this amendment. The second sentence that says, "Upon such a vote the unit shall be determined to have seceded from the University." Correct? It has been seconded. Discussion about this? Professor Link: Let me speak to my proposal. Professor Brown: You have to speak to this amendment, please. Anyone else who would like to speak to this amendment?

Professor Leonard: I'd like to speak in favor of the amendment. [laughter] I think that, again, given the importance of these issues for all of us, those of us in other units of the University ought to be concerned with the well-being of faculty members in units that choose to secede. So, whether those units decide by two-thirds majority or not, I would speak in favor of the amendment precisely because those units would have effectively declared themselves to be quite independent of the concerns of the rest of the University.

Professor Pete Andrews (Environmental Sciences & Engineering): It might, in fact, be able in the six or eight minutes left to emphasize the importance of getting back to take a vote on the final question. I call the question on this, and would urge we need to call the question on the previous amendment as well. Professor Brown: Okay. Very good. All those in favor of calling the question on the amendment to the amendment, say aye. All those opposed. It passes. We're now going to vote on the amendment to the amendment, which reads, add on a second sentence, "Upon such a vote the unit shall be determined to have seceded from the University." All those in favor of that amendment, say, aye. All those opposed, say, no. I think the ayes have it. Very good. Now.. [the question was called] Thank you. All those in favor of calling the question for the original amendment, as amended, please say aye. [passed] We're now going to vote on the amendment proposed by Professor Link, and I'll read it to you:

Any unit may elect, by a two-thirds majority of those present who are entitled to vote and voting not be bound by the mechanisms. In which event the unit may adopt any mechanisms or no mechanisms at all. Upon such a vote the unit shall be determined to have seceded from the University community.

All those in favor of that amendment, say, aye. All those opposed. It did not pass. Further conversation about it, as a whole. Professor Link: I would agree -- Is it Steve? -- I would agree with Steve's point that we ought to respect each other and each other's units. That was precisely the point. We have diversity of practice, diversity of viewpoint. I find a certain irony in the Chair of the Faculty's expression of concerns about attempts to impose a very administrative onerous burden on all sixteen campuses and not to recognize the unique aspects of each campus, which I think is a common theme coming from Faculty Council deliberations. And Jack Boger can say it better than I but he wasn't able to be here today. The point is our system in the Law School works well. We have no problems with the way our system functions, with the way our dean functions, with the way all the deans in my memory have functioned on this issue. And I'm very sympathetic with what must be the problems in other units judging from the intensity of feelings expressed. We're very concerned about this "one size fits all" approach. We're concerned about creating friction in our unit where there is none. You know, if this to be an experiment in faculty governance, shouldn't we have a control group that isn't subject to these requirements? If we're going to respect diversity of viewpoint, why don't we respect diversity of a unit viewpoint? The principles have been referred to as clear and defensible. I've called the body's attention to the fact that the principles, when passed in November, had not been approved for 10 15 seconds when somebody raised a question about what they meant with respect to diversity and whether that was to play in. We have very grave concerns about what these principles will really work out

to in practice, and I close with two comments. One, and this one to somebody earlier's request for illustrations -- Professor Calhoun: Is this a filibuster or a comment? Professor Link: I had said I was closing with two comments. And if you want to shut me off, then fine. I'm closing with two comments. First is, is apropos of Jack Semonche's motion. If there indeed is no venue for an individual grievance inevitably they will be forced into the straitjacket of claiming that that individual grievance really reflected a systemic grievance and they'll come into this process. And the other comment I would make is that what one of my colleagues said, he brought this up for discussion. He said it looked to him like something imposed by a lawyer on somebody he didn't like.

Professor Brown: Any further comments? [question was called] All those in favor of calling the question; I'm sorry do I have to have a second on that? Professor Lensing: No. Professor Brown: All those in favor of ending discussion on the full body of mechanisms at this point, say, aye. Any opposed, say no. Professor Conover: Point of information. What have we done with amendment 2 of the so-called Joe Ferrell amendments? Professor Peacock: We decided not to present it because it is unnecessary. Professor Brown: Okay. We are prepared to vote on the amended mechanisms. Let me remind you of what we've done. Number 1 remains as stands. Number 2 remains as stands. Number 3 we have inserted a phrase right after "issues" in the second sentence that says, "Issues concerning policies and their implementation." Number 4 has been deleted. In number 5 we have added a sentence after the existing sentence that says: "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." In number 6 we have added the phrase "after appraisal by the elected faculty committee as in #2 above." Am I correct? We have one minute to vote. Okay. All those in favor of the amended mechanisms, say aye. All those opposed say no. We did it. [applause] [The Mechanisms to Implement Salary Principles as amended and adopted are attached.]

Professor Bullard: I'd like to read a quick statement of thanks to go into the minutes, for the last 30 seconds. Professor Brown: Okay. Professor Bullard: Or shall I just submit it for the minutes. Professor Brown: Just submit it. [Professor Bullard's Statement is below.]

The meeting adjourned at 5:45 p.m.

Attachment: George S. Lensing
 Secretary of the Faculty
 Mechanisms to Implement Salary Principles, as adopted by the
 Faculty Council

Professor Bullard's Statement is as follows:

"Statement of Thanks" for the Minutes of the Faculty Council

Back in 1992 I addressed this body and called for action on policy and allocation of faculty salary resources. Now, three and a half years later, the Council in its wisdom has approved principles and mechanisms for the first-ever faculty salary policy at UNC-CH. I would like to thank those faculty leaders, particularly Jane Brown, Jim Peacock, Arden Miller, Dick Richardson, Craig Calhoun, Sue Estroff, and Pam Conover from the Executive Committee of the Faculty Council, who have recognized the

seriousness and systemic nature of the problem and who have variously facilitated its transformation into formal Council resolutions. Chancellor Hooker's support has also been helpful.

But by far the most important group to recognize at this time are my colleagues in FGI, the Faculty Group on Inequity, a truly grass roots faculty organization, which has been the single catalyst in bringing and keeping issues of salary inequities before the campus community. I mention especially Peter Kaufman, Terry Evens, and Stephen Leonard, who, along with myself and others in FGI, have labored tirelessly to give voice to widespread faculty concerns. In various campus fora we have used the power of reasoned arguments and data to overcome resistance to change and the inertia of the status quo on this campus. The F.G.I. stands as a shining example that faculty qua faculty can have a voice and be a creative force for change in this university. Thank you.

Melissa Meriam Bullard
Chair, Division of Social Sciences and
William Smith Wells Professor of History

**Actions of the Council
1995-96**

<u>Date</u>	<u>Action</u>	<u>Destination</u>
September 8, 1995	Resolution of Recognition and Gratitude for Walter Royal Davis.	To Walter Royal Davis.
October 13, 1995	Second reading on amendment to <u>Faculty Code of University Government: Section IV.B. (1)(b) (Educational Policy Committee)</u> . To act as council of advice to University Registrar and to add two students to membership.	--
November 10, 1995	Resolution supporting extension of employment benefits to domestic partnerships, urging administrators to seek health-insurance benefits for domestic partners, and charging Faculty Assembly representatives to work toward adoption of a domestic partners benefits-policy statement.	To Chancellor Hooker, Interim Provost Richardson, Vice Chancellors, Deans, and Chair of Faculty Assembly delegation, Professor Jane Brown.
December 8, 1995	"Principles to Guide Action" [in five parts] on determining salary policy.	To Deans, Directors, and Department Heads.
January 19, 1996	No resolutions.	--
	Amendment to <u>Faculty Code of University Government</u> extending representation and voting rights to lecturers and lecturer-equivalents under certain conditions.	To Secretary of the Faculty.
	Resolution from Executive Committee of Faculty Council charging the Educational Policy Committee to act as a liaison with committees and institutional offices between faculty and students.	To Professors Tony Passannante and James J. Gallagher, co-chairs of Educational Policy Committee.
	Resolution from Executive Committee of Faculty Council calling upon the Chancellor to create a task force to explore mechanisms for facilitating greater faculty-student interaction inside and outside the classroom.	To Chancellor Michael Hooker.
	Resolution from Committee on Status of Women charging the Office of Affirmative Action to increase its efforts to ascertain reasons why departing faculty members choose to leave and to report to Faculty Council through Committee on Status of Women.	To Mr. Robert Cannon, Affirmative Action Officer.

Resolution from Committee on Status of Women calling on Vice Chancellors of Academic and Health Affairs to direct their respective deans to solicit from the deans' unit heads procedures used in promotions from Associate to Full Professor, strategies to promote women's access to Full Professor status, and outcomes of recent decisions in this category. Results should be reported back to the Council in 1996.

To Interim Provost Richard Richardson and Vice Chancellor Garland Hershey.

February 23, 1996

Mechanisms to Implement Salary Principles.

To Chancellor Hooker.

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.
- 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.