

MINUTES OF THE MEETING OF THE FACULTY SENATE OF THE UNIVERSITY OF ARIZONA
Monday, November 21, 1983 Room 146, College of Law

The Faculty Senate convened in a continuation of the recessed meeting of November 7, 1983, at 3:00 p.m. on Monday, November 21, 1983, in Room 146 of the College of Law. Sixty members were present with Senate Chairperson Rebecca Kellogg presiding.

SENATE MEMBERS PRESENT: Altman, Anthony, Antinoro, Antley, Atwater, Berliner, Brand, Bried, Butler, Cole, Cosart, Demorest, Dickinson, Dickstein, Epstein, Fahey, Farr, Fleming, Flemming, Frank, Gallagher, Garcia, Goetinck, Gourley, Hasselmo, Hegland, Heigl, Hetrick, Irving, Jensen, Kellogg, Kettel, Kinkade, Laird, Lamb, MacLeod, Marcus, Mautner, McCullough, Munsinger, Myers, Nevins, J. O'Brien, S. O'Brien, Paplanus, Parmenter, Pellman, G. Peterson, Proctor, Prosser, Reeves, Rehm, Roby, Roemer, Rollins, Shanfield, Sorensen, Stevenson, Windsor, and Witte. Dr. Robert Sankey served as Parliamentarian.

SENATE MEMBERS ABSENT: Battan, Cardon, Chen, Chiasson, DeWalt, Dinham, Dufficy, Eisner, Foster, Fox, Gaines, Gimello, Jones, Koffler, Levitt, Maddock, Maher, Mayersohn, Moffatt, R. Peterson, Schneider, Scott, Smith, Spece, Steelink, Svob, Thompson, Woodard, and Zukoski.

Faculty Senate Chairperson Kellogg called the meeting to order with an explanation that this meeting was a continuation of the one which recessed on November 7, 1983.

The only topic to be taken up was further consideration of the interim report from the Ad Hoc Committee on Salary Determination Procedures.

Senator Kellogg said each Senate member should have in hand the committee report, a document of sixteen pages plus several appendices mailed a week earlier as well as an additional three and a half page document from the Ad Hoc Committee placed at each senator's place today.

Ms. Kellogg reminded the Senate that the Ad Hoc Committee had included the following members: Larry Beutler, Psychiatry; Bernice Epstein, Home Economics Extension; W. Morris Farr, Nuclear and Energy Engineering; Helmut Frank Economics, Chairman; Jose Garcia, Physics; Don Haskell, Fine Arts, Alternate; Donald Irving, Fine Arts; Gerald Peterson, Electrical Engineering; Barbara Ross, French and Italian; and Esther Sherberg, University Instruments Shop. Committee consultants had been Nils Hasselmo, Administration; James King, Educational Psychology; Gary Munsinger, Administration; and Charles Sakwa, Administration.

Chairperson Kellogg pointed out that some members of the committee were not senators but were present today, and she asked the consent of the Senate to permit nonsenator members of the Ad Hoc Committee to participate in today's discussion. Several senators moved to give this consent. The motion was seconded and carried unanimously.

Ms. Kellogg asked the chairman of the committee, Helmut Frank, to come

to the side podium and summarize the matters now before the Senate. Senator Frank reviewed section by section the memorandum from the Ad Hoc Committee on Salary Procedures furnished each senator today. That memorandum read as follows:

"TO: Members of the Faculty Senate

FROM: Senate Ad Hoc Committee on Salary Procedures

SUBJECT: Salary Adjustment Procedures

"Our deliberations have been documented in part in the materials attached to our memorandum of November 10, 1983. This statement contains our recommendations on how the Faculty Senate should address the issues involved.

"There are two major subjects we believe should be addressed separately. The first and more timely is the statement to the Board of Regents concerning overall policy on salary adjustment procedures. This policy will cover all three Arizona institutions. The second is the specific plan which the University of Arizona should use in implementing the Board of Regents' policy.

"At the November 21 meeting, the Faculty Senate should formulate its transmissions to the Board of Regents concerning the general policy on salary adjustments and the policies on evaluation for each of the four employee groups. We also recommend that the Senate consider only the mechanism it will use for addressing the specific implementation of the Regents' policy on the University of Arizona campus. We do not believe it would be fruitful for the Senate to deliberate any specifics of the implementation plan at this time. Instead, it should concentrate on advising the Board of Regents.

"EXPLANATION

The Ad Hoc Committee on Salary Determination Procedures was established in accordance with a resolution adopted by the Faculty Senate at its June 29, 1983 special meeting. The committee included representatives from the faculty (including academic professionals), administration and classified staff at the University. The University representatives to the Regents' Compensation Plan Task Force have acted as consultants to the committee.

"To provide a broad background for its work, the Committee solicited information from University of Arizona deans, directors and department heads; leading Class I public research universities; and a representative sample of the University of Arizona faculty and staff. The results are included in three appendices attached to the Committee's November 10 memorandum.

"Throughout its deliberations, the Committee dealt exclusively with principles and procedures for determining salaries of employees at the University as a whole. It has not concerned itself with actual

salary structures or special issues affecting particular employee groups (e.g., minorities or women), since these issues were not within the Committee's charge. The Committee believes that the establishment of sound procedures is the key to obtaining equitable results.

"The Committee has held the view that the policies developed by the Regents should be sufficiently broad and flexible to cover the three-university system, and to allow each individual university to develop its own implementation procedures adapted to its specific circumstances.

"We consider it especially important that all affected employee groups be represented in establishing such procedures at all levels-- university, college and department.

"The Committee's main specific task has been to interact with the Regents' Compensation Plan Task Force, through its University of Arizona representatives; to receive explanations of the Task Force's various draft reports; and to submit suggestions for additions, deletions and changes in these drafts.

"The Committee believes that the Regents' Task Force made significant progress toward incorporating a set of sound management principles in its successive draft reports. We feel, however, that the October 14 draft version, currently being circulated for comment, falls short of a fully acceptable policy in two major areas:

"First, the language used in the Policy on Evaluation of Classified Staff continues the treatment of employees in this class as unequal members of the University community. Such treatment runs counter to the basic goal of offering all University employees a work environment conducive to strong performance and reward of excellence.

"Second, the proposed Regents' Policy on Salary Adjustments, which appears in the October 14 draft for the first time, does not provide for any participation of affected employee groups in making key decisions affecting their welfare. There is a widespread impression that salary adjustments at the University have been marked by misuse and inequities. The Committee believes that salary adjustment procedures must follow the same basic principles as those established for merit raises if the results are to be accepted as credible and fair."

"The changes which the Committee recommends in the Regents' Task Force draft report are designed to correct these major deficiencies, (as well as a number of subsidiary weaknesses).

"To enumerate the principles we believe essential to a sound compensation policy, the committee proposes to the Faculty Senate the following:

RESOLUTION

- a) Salary policies are the most basic tool available for promoting quality education and excellence in research;
- b) Faculty and staff participation in determining the division of salary adjustment monies is required to achieve the goals and purposes of the universities, and constitutes good management practices;
- c) The primary purpose of employee evaluations is enhanced employee performance, and faculty and staff participation in all aspects of this process is thus essential;
- d) Each institution should establish (within the broader Regents' policy) written guidelines designed to meet its specific needs;
- e) All employee groups should be represented in developing salary determination guidelines at each administrative level, and peer review should be accepted as an integral part of the process;
- f) In order to avoid any perceptions of unfairness, each of the four groups of employees (Faculty, Professionals, Classified Staff and Administrators) should receive the same percentage increase in salary adjustment;
- g) Since inflation continues to be a large concern of most employees, there should be a separate category of funds for cost-of-living adjustments, separate from other maintenance and performance components, such as market and equity adjustments;
- h) Maintenance funds should be targeted to categories of employees, and individual adjustments should be performance based.

"The committee proposes that the Faculty Senate take the following actions:

- 1. Approve the Resolution and ask the Presiding Officer of the Faculty Senate to forward it to the Board of Regents with a transmittal letter giving a summary of the background;
- 2. Endorse the changes, additions and deletions in the Report of the Board of Regents Compensation Plan Task Force, transmitted to the Faculty Senate with the Committee's memorandum dated November 10, 1983, and ask the Presiding Officer to transmit them to the Regents;
- 3. Request President Koffler and the University of Arizona members of the Regents Compensation Plan Task Force to urge the Board of Regents to incorporate these changes into the final version of its Compensation Plan;
- 4. Charge an appropriate committee of the Faculty Senate with developing procedures for implementing the Board of Regents Plan at the University of Arizona, in a manner reflecting the specific needs of the University, and in accordance with the express desires

of University of Arizona faculty and staff. Such a committee should submit its recommendations to the Faculty Senate for discussion at its February, 1984 meeting."

Senator Kellogg proposed that the body proceed directly to the four proposed actions listed at the close of the above document, taking them in order since each succeeding one built on the preceding one. She pointed out that each of these several actions came to the Senate as a seconded motion.

The Senate then discussed approving the Resolution, paragraphs a. through h. Senator Paplanus asked what was meant by "maintenance components". Senator Frank explained that maintenance components included all considerations other than merit increases, such as meeting market conditions, cost of living, equity adjustments, and promotions.

Senator Witte commented that she sensed the Senate found little to object to in the document. She herself thought it was a splendid expression of sound management principles. Anyone who would object to this, she thought, surely must be related to Genghis Khan.

Senator Laird said that at the risk of being compared with Genghis Khan he did have an objection, or at least a question. In paragraph e. of the resolution the statement was made that peer review should be accepted as an integral part of the process. While this is understandable in the case of faculty, he wondered about its appropriateness in the case of classified staff. There are 200 classified personnel on the University Library staff and he had a concern with this procedure. Does this imply that a group of Clerk I's would provide peer review of the salaries of other Clerk I's?

Senator Shanfield said he thought the peer review principle was to apply in the development of salary review guidelines, not in the review of individual salaries. Senator Frank agreed; when individual units develop procedures for their own unit, peer review should be part of the process. That does not mean Clerk I's would review individual salaries of other Clerk I's.

Senator Witte said that she had assumed that peer review here meant that representatives of each group would have a voice in developing guidelines.

Senator Cole pointed out that in paragraph c. it is stated that "faculty and staff participation in all aspects of this process is thus essential". Does this not mean then that there would be peer involvement in reviewing individual salaries?

Senator Frank explained that campus guidelines for the U of A have not been developed. That is what this refers to. It does not mean that people would be reviewing one another's salaries in their unit.

Senator Cole described a particular situation. A unit develops its guidelines. Then a given salary amount is allocated to that unit by the administration. Is there to be peer input into the distribution of those funds as various salaries are adjusted?

Senator Garcia explained that the committee felt input from employees was important in determining the categorization of funds. If there is an allocation of 8 per cent for salary increases, how much of this should go to cost-of-living, how much to merit, etc? That is what is referred to here, not review of individual salaries.

Senator Witte said that the call for peer group participation would help see to it that the regulations that have been developed are followed, just as there should be peer participation in the development of those regulations. Senator Frank said that Senator Witte's comment was very much in order.

Senator Altman said she too was concerned about the wording in paragraph c. of the resolution where it was stated that faculty and staff participation in all aspects of the process is essential. She said that she thought evaluation should be separated from the process of developing guidelines. She suggested that there should be peer participation in the evaluation of performance. Dr. Frank said the committee was not referring to individual salaries but that obviously the wording in paragraph c. needed clarification, based on the comments being made.

Senator McCullough thought the matter would be clarified if the words "all aspects of" were deleted from paragraph c.

Senator Irving said the committee was not seeking to define how participation in the process was to be implemented. That must come later. This document was intended simply to be one advocating participation in the process by the people affected. How will be determined later.

Senator Roemer suggested that a simpler statement of the necessity of staff participation in developing policy be made. Dr. Myers supported Dean Irving's comment, noting that details of how this philosophy shall be implemented are not yet developed and cannot be specified.

Senator Witte suggested that the document not be too delimiting. The wording should be general.

Senator Garcia said that the healthiest situation is where everyone in the institution feels he or she is part of a team and that all persons have a voice in the decision-making process. Not everyone has the same function to perform in doing his University job. So what is appropriate in assessing the performance in one function, for example, would not be appropriate in another. All that is intended in these paragraphs is to provide broad-brushed guidelines that all the Arizona universities can consider principles. Each university will then develop its own plan later, as will each subdivision within the University later develop its individual unit guidelines. Here, though, we are trying simply to state general issues, with specific details to be developed later.

Senator Kettel pointed out that the resolution included a series of paragraphs connected by semicolons. The introductory phrase refers to "salary policies". Item c. later refers to "this process". He thought clarification of the language was necessary or there was going to be misunderstanding.

Senator Garcia said that undoubtedly the Regents are going to be modifying their document considerably, changing words here and there. This

statement is intended to be one of management principles that the Regents will recognize.

Senator Witte proposed that paragraphs a., b., and c. each be written with the introductory word "whereas" in typical resolution form, with d., e., f., and h. following as "therefore's".

Ms. Kellogg urged again that whatever is developed not be too specific and that the Senate adopt only general principles.

Senator Frank said, in answer to Dr. Witte's suggestion, that originally the language had included the words "whereas" and "therefore". These had been dropped because it was felt such wording was rather antiquated. He was willing to make changes, however.

It was then proposed that paragraphs a. and b. include the introductory word "whereas" and that paragraph c. be revised to read, "Whereas the primary purpose of employee evaluations is enhanced employee performance, and whereas faculty and staff participation in salary compensation procedures is essential" and that "Therefore" be inserted to introduce paragraphs d., e., f., g. and h. There was agreement on these revisions.

Senator Epstein pointed out that performance evaluation was one of the considerations that was by intention included in this process.

On a voice vote the Senate then approved the resolution as modified.

The Senate next turned to the detailed report from the Regents' Compensation Plan Task Force, a 16-page document, with a number of appendices attached, which had been distributed to the Senate accompanied by a number of modifications proposed by the Ad Hoc Committee on Salary Determination Procedures. Senator Frank first described several corrections in the document as distributed, that is, corrections in the proposed revisions to the Task Force document.

Senator Kellogg stated that this document came before the Senate as a seconded motion from the ad hoc committee that the changes, additions and deletions be endorsed, and the Presiding Officer be asked to transmit them to the Regents.

Senator Paplanus asked if it were intended that appendix C2, "Classified Staff Salary Procedures at Selected Institutions", be forwarded to the Board of Regents. Senator Frank replied yes. In that case, Dr. Paplanus continued, he proposed that the two introductory paragraphs to the Summary of Responses be deleted because of the comments about unions. He then formally moved such deletion and there were several seconds. Senator Epstein said she thought the first paragraph should be retained. She had no objection to deleting the second. Senator Paplanus said he thought the Regents might interpret this material as an implied threat of unionization. Senator Berliner said that he saw no implication of threat here. The remarks were simply statements of fact. Senator Myers said that certainly paragraph one was purely factual. The second paragraph did express opinion.

Senator Farr commented that he did not think the Regents would be frightened by this if it went forward.

Senator Myers then moved an amendment to Senator Paplanus' motion to delete only the second paragraph. Senator Paplanus then proposed that Senator Myers' proposed amendment become the actual motion to amend the report. The necessary withdrawal of motions and seconds followed and the Senate then had before it a motion that the second paragraph of the introductory material under "Summary of Responses" be deleted. The motion carried 25 to 22.

Senator Fahey referred to Section B.-d. of the procedure each university should establish by which a professional staff member disagreeing with his or her performance evaluation might request that the performance evaluation be reviewed at the next appropriate level. Why not call for peer review here, similar to the faculty review process? Senator Frank responded that the language here was vague by intent. It was not yet clear what review would be determined to be the best one for this category of employees, he said. Thus such vague language as "at the appropriate level" was retained with the understanding that specifics would be determined later.

Senator Kellogg pointed out that in some units there is no peer group, there being only one or two individuals in that professional position. Senator Fahey said she still did not see why a distinction should be made. Senator Frank said that circumstances could be different in different situations. Senator Laird supported Senator Fahey's position. He said that in the University Library there were situations in certain sections where there were only one or two professionals and yet he thought the principle of peer review would be in order.

Senator Garcia said one fact that influenced the committee was that the professionals surveyed had overwhelmingly said that they did not want to be reviewed by peers.

Senator Laird said he thought that if there was a difference in the process here, professional librarians would take it as one more indication that they have a different and lower status than faculty. He was astonished at Senator Garcia's report that the professionals surveyed had indicated they did not want to be reviewed by peers.

Senator Myers then moved that paragraph B.-d. be modified by the addition of the words "or to a committee of his/her peers". There were several seconds. The full paragraph would then read, "Each university shall establish a procedure by which a professional staff member who disagrees with the evaluation may request that his/her performance evaluation be appealed to the next appropriate level or to a committee of his/her peers."

Senator Fleming pointed out that the word "appropriate" seemed to cover the situation without this addition. The question was called for and the vote on this change carried.

Senator Kettel said he would like to discuss introductory statement 3. The indicated proposed change seemed to him, if the change were made, to eliminate from the document any reference to the fact that an assessment of performance would be relevant to an employee's right to continuation of employment. He could not find reference to this anywhere else in the document. He felt this reference should be retained.

Several senators asked how that statement if not revised would conflict with established policies on faculty tenure and continuing appointment. Senator Frank said there had been some general dissatisfaction with this statement as it was worded and an effort had been made to improve it. Senator Munsinger pointed out that at a recent meeting of the Regents' Compensation Plan Task Force this section had been revised, and he felt the latest wording would take care of the objections some members of the ad hoc committee had had. Senator Kettel said it was important that this issue not get lost, with the result that reviewing officials could be trapped at some future time. Senator Munsinger explained that the revised wording in paragraph 3 would be, "Formal assessment of performance is necessary to establish a record for personnel decisions including the determination of the level of an employee's compensation that provides adequate recognition for results achieved." It was moved and seconded that the Senate recommend modification of paragraph 3 by use of the language just read by Senator Munsinger. The motion was seconded and carried unanimously.

Senator Rollins referred to the Board of Regents' policy on evaluation of faculty and suggested that under paragraph A the reference to "faculty performance" be changed to "teaching faculty performance", with the word "teaching" also inserted before the word "faculty" in paragraph 3-a; and that under the Board of Regents' policy on evaluation of professional staff, the words "professional staff" be changed to "professional faculty". Senator Rollins then moved that these changes be made and several seconds were heard. Senator Brand said he thought it would be very confusing trying to keep track of two categories of "faculty".

Senator Munsinger said that the Regents in their system-wide consideration of personnel use the phrase "professional staff" in the sense that we at the U of A use "academic professionals".

Senator Altman said that if the policy on evaluation of faculty were revised to refer to teaching faculty, what then would happen to Chapter X? At this point the Senate voted to close debate. The question was called for and Senator Rollins' proposed rewording "lost".

There being no further proposed changes in the Ad Hoc Committee's proposed revisions in the Task Force report, the document incorporating the recommended changes, as modified above, was approved.

The Senate next turned to consideration of the third action proposed by the Ad Hoc committee, that is, to request President Koffler and the U of A members of the Regents Compensation Plan Task Force to urge the Board of Regents to incorporate these changes into the final version of its compensation plan. This action was taken by the Senate by unanimous vote.

Next the Senate considered the 4th action proposed by the Ad Hoc Committee, that is, a proposal that the Senate "charge an appropriate committee of the Faculty Senate with developing procedures for implementing the Board of Regents' plan at the University of Arizona, in a manner reflecting the specific needs of the University, and in accordance with the expressed desires of University of Arizona faculty and staff. Such a committee should submit its recommendations to the Faculty Senate for discussion at its February, 1984 meeting."

Senator Laird asked if this was really not an administrative matter. Why was a Senate committee necessary? Senator Hasselmo said he assumed the he, as provost, would be working with deans and department heads to develop appropriate procedures if the Regents adopted the overall plan. The Senate might very well want a committee to advise his office. Certainly as plans developed he would want input from the Senate.

Senator Garcia pointed out that the Senate had just adopted a number of resolutions intended to bring about faculty input. This proposal would provide the means for such input. Senator Witte said that implementation of the entire enterprise encompassed by actions the Senate had been taking all afternoon hinged on adopting this proposal. "This is what the whole thing is about," she said.

Senator Myers said he thought the Ad Hoc Committee on Salary Procedures itself had the charge to go ahead and develop procedures.

Senator Proctor stated that whatever committee is charged with developing procedures for implementing the Board of Regents plan, he hoped student representation would be provided for. The Regents have indicated that there should be student evaluation of faculty in the process.

Senator Myers said he did not see how the Ad Hoc Committee could sidestep its responsibility to develop appropriate procedures.

At this juncture Dr. Sankey called the Chair's attention to the minutes of the special meeting of the Senate on June 29, 1983. Ms. Kellogg read an excerpt from page 115 of those minutes reporting Senate action approving a motion that "the Executive Committee of the Senate should appoint an ad hoc committee to solicit information on salary determination procedures at other universities and solicit suggestions from the faculty on such possible procedures, the committee then to submit to the Senate by November 1983 recommendations for such procedures."

Senator Myers said it seemed to him that the Ad Hoc Committee had not yet completed its work. Why create a new committee?

Senator Garcia said that the entire matter of salary procedures will be a continuing, ongoing concern. The Senate needs a permanent standing committee, he said, to deal with the whole world of compensation. The Ad Hoc Committee's survey showed that well over half of the institutions responding had in place such committees. An ad hoc committee cannot effectively carry such an ongoing responsibility.

Senator Cole said that this matter should be referred to the Executive Committee to determine what action is appropriate.

Chairperson Kellogg referred to the responsibility of the Senate Executive Committee to create such standing committees as are found to be necessary.

Senator Witte urged that Recommendation 4 be approved. Later it can be determined what sort of committee should be put in place. The important thing is to be able to inform the Board of Regents that it is the Senate's judgment that a special committee should monitor these matters.

Senator Reeves said he hated to give a vote of confidence to the administration. However, there are certain reasons why we have an administration and it seemed to him that once the procedures for implementing the Board of Regents' plan are developed, the administration should have the responsibility for carrying them out.

Senator G. Peterson said he disagreed. The sense of what had been voted into place by actions taken throughout this afternoon was to have the faculty participate in the process. This cannot be left up to the administration. The point of the entire day's dialogue had been to provide the means for faculty input.

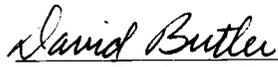
Parliamentarian Sankey pointed out that Senator Cole had been right in his suggestion that the Executive Committee determine the implementation of such activities as this one, including the creation of committees. If Recommendation 4 was adopted, it would be up to the Executive Committee to determine how best to create the appropriate committee.

At this juncture several calls to close debate were heard and the body voted to close debate. The question was then called for on adopting Recommendation 4 and it carried with no dissenting vote heard. NOTE: A copy of the November 10, 1983 report to the Senate of the Ad Hoc Committee on Salary Determination Procedures, as modified in the meeting, is attached to the secretary's official file copy of these minutes.

The meeting adjourned at 4:40 o'clock.



David L. Windsor, Secretary



David Butler, Assistant Secretary

MOTIONS PASSED AT MEETING OF NOVEMBER 21, 1983:

1. Approval of motion permitting members of Ad Hoc Committee on Salary Determination Procedures who are not members of the Senate to participate in discussion.
2. Approval of motion to delete second paragraph of introductory material under "Summary of Responses" in Appendix C-2 of Ad Hoc Committee report.
3. Approval of various motions modifying wording of the report.
4. Approval of resolution enumerating principles of sound compensation policy, with understanding that the Presiding Officer of the Faculty Senate would forward the resolution to the Board of Regents with a transmittal letter giving a summary of the background.

MOTIONS PASSED AT MEETING OF NOVEMBER 21, 1983: (CONT'D)

5. Approval of motion endorsing the changes, additions, and deletions in the Report of the Board of Regents Compensation Plan Task Force, transmitted to the Faculty Senate with the Committee's memorandum of November 10, 1983, and asking the Presiding Officer to transmit them to the Regents.
6. Approval of motion to request President Koffler and the University of Arizona members of the Regents Compensation Plan Task Force to urge the Board of Regents to incorporate these changes into the final version of its Compensation Plan.
7. Approval of motion to charge an appropriate committee of the Faculty Senate with developing procedures for implementing the Board of Regents Plan at the University of Arizona, in a manner reflecting the specific needs of the University, and in accordance with the expressed desires of University of Arizona faculty and staff. Such a committee should submit its recommendations to the Faculty Senate for discussion at its February, 1984 meeting.