COLLEGE SENATE
Thursday, April 17, 2014

Members Present

Alexandria: Angela Terry
Annandale: Felicia Blakeney, Jill Caporale, Celeste Dubeck-Smith, Ellen Fancher-Ruiz
Loudoun: Hashem Anwari, Radina Mileva, Diane Mucci
Manassas: Lynn Bowers, Sheri David, Corey Esparza, Myndi Pruett
Medical Education: Cherelle Faust, Mary Moseley, Paula Smith
Woodbridge: Lori Leeker, Alice Reagan, Al Ross, Karen Williams
College Staff: Steve Bennett
ELI: Michelle Franz, Sue Picard
Presidential Appointments: DeShaun Davis, Marleen McCabe, Roger Ramsammy, Ruth Stanton
Students: Lyons Sanchezconcha, Hadeel Shadid, Steven Yagoda

Members Absent: Emily Chiles, Marion Devoe, Kerin Hilker, Aaron Latta, Barbara Lash, Edward Perry, Charles Pumpuni, JoAnn Short, Laura Siko, Marc Sirkus, and Michael Turner.

Guests: Dr. Jerry Barrett, NOVA Board Chair, Mr. Tony Bansal, Vice President and CAO, Compensation Subcommittee members: Mr. Ray Bailey, Ms. Charlotte Calobrisi, Dr. Charlie Errico, Ms. April De La Rosa, and Ms. Donna Smiley, PSC presenter on 50% Faculty Initiative
Ms. Alicia Tucker.

College Recorder: Norie Flowers

Chair Ross called the meeting to order at 1:30 p.m.

Approval of the March 2014 minutes

A motion was made, seconded with objection, to approve the March minutes.

Report from Ad Hoc Compensation Committee

Lead Persons: Charlie Errico, Ray Bailey, Charlotte Calobrisi, Tony Bansal

To introduce the presentation on compensation, Mr. Bansal explained that the college is somewhat restricted on compensation levels by the state. For example, if there is no across-the-board state increase, NOVA may not give an across-the-board raise to its employees. Internal inequities may however be examined and adjustments made. Each year some groups have received raises, and this year NOVA is looking at teaching, administrative and professional
faculty followed by classified staff, adjunct faculty and P14 employees. The rules that apply to faculty are different from those in other categories and the timing also varies. Decisions for faculty must be made by the end of June as new contracts are processed then for the coming year.

Mr. Bailey reported that the compensation committee is a recommending body to the Administrative Council and they are focusing on teaching faculty first because of the pressing time limit. The Segal group has been contracted and they have provided excellent and detailed data. The goal for the committee is to ensure that everyone at the college is not only hired at the appropriate salary level but also equitably treated after they are hired. The Segal group looked at hiring levels compared to national standards and how employees move on the continuum after they are hired. Four tiers were designed and the patterns show that the longer faculty are at NOVA, the more inequitable the salary. He reported that NOVA is not too far off on external equity, but more unbalanced on internal equity. Ninety-one faculty are in tiers three and four which is the most unbalanced. Those two tiers demand attention and recommendations for salary increases will be forwarded to the Administrative Council.

Within two or three weeks, the committee will have information on administrative and professional faculty. Classified staff will be examined afterward. This initiative is not only the ethical thing to do, but also the smart thing to do for the college. NOVA needed a consulting firm that has both a broad and a deep capacity and the Segal study is the best study done and has provided a high level of confidence to committee members and the college. This study looks at all areas including what your career should look like once you begin at NOVA. This progression is technically termed salary compression.

We now have the right kind of data to show how faculty are compensated and the committee can say with confidence those whom the data show fall into the category that need to be compensated at a higher level.

Dr. Errico further stated that of the 23 colleges in the VCCS system, only NOVA is financially equipped to talk about salary increases as a result of the recently approved tuition differential. However, NOVA’s enrollment remains flat. Mr. Bansal reiterated that salary increases are all based on available funding and enrollment increases and as we go through the position categories, we may find more employees who are inequitably compensated. Overall, this is a rational approach to take for whatever funding becomes available. The compensation committee will also provide their final recommendations to the Senate.

Chair Ross summed up the presentation by stating that these presentations are important and provide a necessary level of transparency to the college.

**Consideration of, and Action on, Proposals from Personnel Services Committee**

**Lead Persons:** Alicia Tucker, Ruth Stanton

- **50% Contract for teaching faculty:** Ms. Tucker recommended that NOVA adopt the 50% contract option as proposed by the VCCS Reengineering Task Force as outlined below.
The 50% Contract Proposal would allow the college two options:

1. Hiring new faculty with pro-rated benefits in disciplines that might not justify a full-time position.
2. Offering senior faculty the option of moving from 100% to 50% contracts as they near retirement.
   a. Faculty interested in serving in this capacity would need to submit a formal letter requesting a transition to this position, which the college administration could approve or deny.
   b. Faculty approved for this position would be offered a 1-3 year contract and no renewal beyond three years.
3. According to HR the position would have the following benefits:
   a. As long as the position is designated as “salaried” half-time (not adjunct), the faculty member is still eligible for retirement and they would still contribute 5% of their creditable compensation each pay period.
   b. Regarding the health care benefits, the employee would be eligible; however, there would be no employer contribution. The employee would have to pay the entire premium.
4. Responsibilities would include instructions and college service (same as with a regular 9-month faculty).
   a. 50% faculty would not participate in student advising.
   b. Faculty contracts may include the Fall and Spring semesters
   c. The maximum teaching workload is .79 of a regular 9-month faculty teaching workload
      i. Faculty teaching .5 - .79 of a full-time teaching load (a 12-month FTE) receive pro-rated salary, sick leave, personal leave, retirement and the opportunity to participate in the state health care program but with the employee providing the state portion as well as the employee portion.
      ii. All policies, procedures, and compensation plans established by the State Board for Community Colleges, the Chancellor of the Virginia Community College System, or the individual community colleges for instructional faculty are applicable to this position.

Senate committee questions revolved around the effect this would have for the new faculty evaluation plan; whether a senior faculty member on this contract could either do one year or even break a three-year contract if the arrangement did not work out; how the health care benefits would unfold and who approves the 50% contract arrangement.

A motion was made, seconded without objection, and carried, to approve the proposal and forward it to the Administrative Council for final approval.

**Ranking and Salary for Admin & Professional Faculty (Ruth Stanton)**

Ms. Stanton distributed a comprehensive report detailing new constraints to the hiring process for administrative and professional faculty in which salary ranges by rank were eliminated. This elimination not only reduces incentives for employees to continue their education and/or seek promotional opportunities but also hinders the hiring of the best and brightest candidates.
Recommendation:

To remain competitive in attracting and retaining excellent personnel, Personnel Services recommends that NOVA expand its hiring salary ranges for professional faculty positions and incorporate rank, or an equivalent set of pay ranges with steps, into subsequent salary determinations. In order to fairly compensate counselors, instructional designers and librarians at their market value, and to recognize, motivate and reward the pursuit and attainment of advanced credentials which enhance performance on the job, Human Resources is encouraged to review and improve existing practices related to the compensation of administrative and professional faculty; and to continue to compare individual administrative and professional faculty salaries and job responsibilities with market data to address existing salary inequities.

Background and Issues:

Several practices have historically depressed starting salaries of most categories of faculty at NOVA and have contributed to difficulties in hiring and retaining qualified personnel. This is a particular problem for attracting and keeping professional faculty who need qualifications above the entry level. Several issues affecting administrative and professional faculty compound this problem:

1. Differential salary ranges by rank for administrative and professional faculty have been eliminated.
   a. Like teaching faculty, professional and administrative faculty are assigned a rank which is based on their experience and educational qualifications as interpreted on the VCCS-29 (see VCCS 3.0.1 & 3.0.2), with librarians, counselors and instructional designers falling into columns 1 and 2 (see VCCS 3.2.1). However, rank is not used in determining either initial or promotional salaries for administrative and professional faculty positions (see salary ranges under D, E & F under Item IV. in VCCS 3.8.11).
   b. The removal of differential salary ranges for rank comparable to those for teaching faculty, with no promise of advancement to the salary minimum for the higher rank range, discourages the pursuit of additional education and encourages professional stagnation.

2. VCCS policies and NOVA practice results in low entry-level salaries for administrative and professional faculty positions regardless of qualifications or experience.
   a. VCCS 3.8.0.0 requires a starting salary for administrative and professional faculty positions that is “within the minimum to mid-point of the position range or no more than 15% above the candidate’s current salary or that of his/her most recent comparable position.” NOVA practice places the entry-level range significantly below the mid-point, in the bottom of the lowest quartile of the position range.
   b. The official position range for professional faculty: $60,161--$87,992 (mid)--$115,823; lowest quartile: $60,161--$74,077. In 2012-13 the salaries for 15 NOVA librarians’ listed in the publicly accessible Richmond Times Dispatch fell below the bottom quartile of the position range.
      i. Avg salary for full time librarians: $63,806; range: $60,161--$72,947
ii. Avg length of service: 6 years, 3 months; range <1 –18 yrs.; one-third over 6 yrs.
iii. Only 2 of 15 in low $70s; 9 of 15 below $63,000.
iv. Recent Professional Faculty Librarian positions were advertised with salary ranges of $60,161.00 - $69,925.00

C. Hiring within the first quartile of the position range makes it hard to compete for well qualified, seasoned professionals who at other institutions in our region would qualify for a salary above the minimum for assistant professor based on their credentials and experience.

D. Hiring at the bottom of the range, coupled with the 15% rule, hinders professional faculty career growth and salary mobility beyond the very limited promotional increments which are now awarded; and hampers our ability to compensate internal candidates for their experience. It also impacts seasoned faculty who come from regions of the country with lower cost of living and lower salaries. Professional faculty seeking administrative faculty positions are limited to a 15% increase to their current salary, regardless of education, experience or job responsibilities (see VCCS 3.8.0.0) or to the bottom of the range for the new position. Similarly, classified staff seeking professional faculty positions are also limited to a 15% increase to their current salary or to the bottom of the range for the new position.

3. Raising the salary range following an across the board state salary increase raises starting salaries while leaving current employees at the same point in the position range as they were previously adding to salary compression. Consequently, there is no differentiation based on experience at NOVA and new and longer term employees tend to draw similar salaries.

4. Salary compression is a grave concern at NOVA for most faculty groups, but is a significant problem among professional faculty.
   a. The 2012 and 2013 Segal salary studies found serious salary compression in the professional salary ranges, with professional faculty salaries above the mid-point for the group 19 to 23% below market. As a group, the longer employees stay at the college, the farther behind average market compensation they fall.
   b. The elimination of rank ranges only adds to salary compression, since coupled with current hiring practices, it will result in most employees staying below the midpoint for the position range, i.e., at instructor or low assistant professor level, for their entire careers.

A motion made, seconded without objection and carried, to refer this issue to the ad hoc compensation committee and recommend that they report back to the Senate.

Consideration of, and Action on, Proposed Revisions to the Faculty Handbook
Lead Persons: Al Ross, Marlene McCabe

Approved without revision
Items: 2, 3, 4, 5, 7, 10, 11, 12, 13, 14, 16, 17, 19, 20, 22, 23, 25, 26, 27, 28, 30-40
Approved with revision
Item 1 2.5405 Academic Deans Council

Fourth sentence deleted: It reviews curricular recommendations from the discipline clusters prior to their submission to the Curriculum Committee

Item 6 2.5550 College Emergency management and Planning Committee (College wide)
1 administrative faculty member (LTR) added to the committee membership.
Director of Disability Services added to the committee membership.

Item 8 2.5565 Curriculum Committee (College wide): Change of committee membership
…nominated by the College Senate was re-instated at the conclusion of the line stating 11 teaching faculty members…, and at least 1 from ELI.

Item 9 2.5570 Environmental and Sustainability Action Committee (College wide)
1 administrative faculty member (at large from the campuses) added to the committee membership.

Item 15 2.5840 Safety, Emergency Preparedness and ADA Compliance Committee (Local Campus)
Dean of Learning and Technology added to the committee membership.
Disability Services representative added to the committee membership.

Item 24 4.2000 Change of Registration
First sentence under Registration and Add/Drop/Swap was deleted: Students may register for classes or adjust their enrollments by adding and dropping classes during the registration and add/drop/swap periods as published in the Schedule of Classes.

Item 29 6.8300 Faculty Evaluation D. Full-Time Administrative and Professional Faculty, 4th paragraph
Proposed revision was approved with the understanding that the wording in the 4th paragraph would be revised to be consistent with the reality that administrative and professional faculty may be hired anytime during the year.

Rejected
Item 21 3.3400 Course Content Summaries and Course Syllabi
Senators felt that the syllabus was a contract between the instructor and the student and should contain class information only. They suggested that a separate document could be distributed with college-wide information.

Update on 2014-2015 College Senate

For those on first term the Senate will meet next Thursday to elect officers.

A motion was made, seconded without objection, and carried to adjourn the meeting at 3:30 p.m. with the final meeting scheduled for Thursday, April 24, in the Seminar Rooms of the Ernst Cultural Center on the Annandale campus.