

9-27-2016

Minutes, the Compensation Subcommittee of the Faculty Affairs Committee Meeting, Tuesday, September 27, 2016

Faculty Affairs Committee
College of Liberal Arts, Rollins College

Follow this and additional works at: http://scholarship.rollins.edu/as_fa

Recommended Citation

Faculty Affairs Committee, "Minutes, the Compensation Subcommittee of the Faculty Affairs Committee Meeting, Tuesday, September 27, 2016" (2016). *Faculty Affairs Committee Minutes*. Paper 3.
http://scholarship.rollins.edu/as_fa/3

This Article is brought to you for free and open access by the College of Liberal Arts Minutes and Reports at Rollins Scholarship Online. It has been accepted for inclusion in Faculty Affairs Committee Minutes by an authorized administrator of Rollins Scholarship Online. For more information, please contact rwalton@rollins.edu.

**Sub-Committee of the Faculty Affairs Committee
Minutes for September 27th, 2016 Meeting**

Committee Members Terms and Affiliation

Eric Smaw, Chair of FAC
Stacey Dunn, Secretary of FAC
Susan Singer, Provost
Matt Hawks, HR
Udeth Lugo, Institutional Research
Anne Murdaugh
Kathryn Norsworthy
Sharon Agee

Committee Members in Attendance

Eric Smaw, Chair of FAC
Stacey Dunn, Secretary of FAC
Matt Hawks, HR (by phone)
Udeth Lugo, Institutional Research
Anne Murdaugh
Kathryn Norsworthy
Sharon Agee

- I. Call to order:** Meeting called to order at 11:02 am
- II. Approval of Minutes:** no minutes to approve; first meeting
- III. Old Business:**
- IV. New Business:**
 - a. Introductions.
 - b. President's Charge (see appendix I) – reviewed the charge and expectations including a Dec. 1 deadline for progress report.
 - c. The committee identified the following principles as necessary for guiding our work:

Transparency and Confidentiality– we adopted the notion of transparency regarding the process as well as confidentiality regarding the specific content of our meeting (e.g., disagreements). Resolutions will be shared fully with faculty, but detailed conversations will be held in confidence.

Level of Analysis – We agreed to start with aggregate data but acknowledged that it cannot end with that level of analysis or faculty will be frustrated. Aggregate data (Don Davidson’s presentation) led to where we are in terms of need to rigorously evaluate compensation issues. All agree that we will include a more granular analysis. Agreed on importance of exploring our assumptions about how pay should relate to rank, years in rank, and how Rollins’ faculty salaries should relate to median of peer institutions.

Equity and Fairness – Committee will focus on both. Agreed to develop philosophy on how external market should influence pay at Rollins, what internal guidelines we should follow, as well as how fiscal limitations influence compensation decisions. A model of fairness with regard to pay based on rank and years in rank across disciplines brought up as one suggested model.

Committee voted on the following as guidelines for discussion of base salaries:

Examine aggregate data (yes), examine individual salaries (yes), be fiscally responsible (yes), make market considerations part of our development of philosophy (yes), focus on fairness and equity (yes), explore merit structures (yes).

- d. Udeh’s presentation of criteria. – tabled until next time since we were short on time and this is still a work in progress.
- e. Discussed the need to process past pay issues in terms of the negative emotional impact on faculty who need to be acknowledged in terms of what happened in the past, how those actions impacted faculty, and how current salaries may reflect practices during that time.

V. **Adjourned:** Meeting adjourned at 12:17 pm

Addendum

I. Presidential Charge.

Dear Eric and Susan,

I write to you as chair of the Faculty Affairs Committee and as Provost to ask you to convene the committee to address a specific set of questions described below.

Background: there is a great deal of research and analysis underway building a solid foundation for our strategic planning efforts. Projects include:

- Each academic and student affairs department has prepared a brief connecting our educational programs to our institutional mission;
- Constituencies of faculty, staff, and students have engaged in an exercise assessing our strengths, weaknesses, opportunities, and threats in the delivery of our mission and in our competitive market;
- We are doing a thorough assessment of our market position, researching our relative strength against our direct competitors, and the perceptions of Rollins among students engaged in the college selection process;
- We are designing a methodology to discern rigorously a peer group of colleges to be used for benchmarking analysis; and,
- We have begun a discussion of the design of a dashboard of key performance indicators that we might track to assess the overall impact of our strategic initiatives.

As I have listened to faculty, staff, students, and trustees over the last eighteen months a number of issues have emerged that warrant our careful attention. I have formed these issues into a set of **strategic questions** that we need to probe as we craft a plan for how best to move Rollins forward.

The questions I ask your task force to address are the following:

What would a transparent, rational, and fiscally responsible set of guidelines look like that would enable us to steward faculty compensation in ways that keep it fair and competitive? What does a rigorous benchmarking analysis reveal about our current

faculty salary structure as compared to a set of peer colleges and universities, objectively derived? Do our current practices of course releases and stipends optimize fairness and reward? What is the faculty's disposition towards a merit-based system for awarding salary increases? Are there merit-based systems used by our peers that are more or less attractive?

Please prepare a report to share with our faculty colleagues in which you offer your best thinking on these questions and put forward a set of recommendations of what we might do differently in this area as a coordinated strategic initiative.

I hope to have a progress report on your deliberations on or before December 1st, 2016.

Fiat Lux,
Grant