

**UNC STAFF ASSEMBLY**  
April 19-20, 2007

**Thursday, April 19th**  
**Board Room, UNC General Administration**

**CALL TO ORDER**

J.C. Boykin, Chair of the UNC Staff Assembly, called the meeting to order at 10:15 a.m.

**ROLL CALL**

ASU – Stacy Sears, Charlie Wallin, Jackie McInturff  
ECU –  
ECSU – Sheila Perry, Joyce Shaw, Cheryl Leigh  
FSU – Harold McKeithan, Patricia Flanigan, Sabrina McKeithan  
NCAT – Clarence Page, Darlene East, Kristie Johnson  
NCCU – Rebie Coleman, Chevella Thomas  
NCSA – Patricia Debbie Frezell, Jim DeCristo  
NCSSM – Sandra Jackson  
NCSU – J.C. Boykin, Gail Willis, Melissa Watkins  
UNCA – JoAnne McKnight, Connie Schaller, Nancy Williams  
UNCH – Ernie Patterson, Chuck Brink, David Brannigan, Tommy Griffin, Matt Banks  
UNCC – Kelley Eaves-Boykin, Margo Gross  
UNCGA – David Enblom, Will Mikes, Caroline Francis  
UNCG – Suzanne Williams, Lee Odom, Karen Core  
UNCP – Roger Killian, Aubrey Swett, Brenda Jacobs  
UNCW – Tammy McKenzie, Shari Ricks  
WCU – Jed Tate  
WSSU – Sylvia Gwyn, LaMonica Singleton, Linda Cole

**MINUTES**

The minutes of the October 2006 meeting were accepted as recorded.

**AGENDA**

The agenda was accepted.

## **PARLIAMENTARY PROCEDURE**

In the absence of a parliamentarian, the Chair referred matters of parliamentary procedure to ex officio member Ann Lemmon.

## **ACKNOWLEDGEMENT**

The Chair recognized Ernie Patterson for his diligent efforts in support of legislative bill 2007-LR-132, an addition to the Shared Leave Policy for sick leave transfers.

## **REMARKS FROM THE CHAIR**

*You are here because you have made a favorable impression upon your peers who have elected you to act on their behalf to voice their concerns and to address their issues. The burden is heavy but you are not alone in this endeavor. There are fellow delegates just like you who have constituents with the same issues and concerns.*

*It is your duty to step up, speak out, and proclaim these issues and concerns before the Assembly and be heard! It is our role to make life better, the road smoother, the air cleaner and the environment safer for our constituents.*

*We do not deal with financial, academic or student issues for the most part, but rather we deal with day to day operational issues that affect our quality of life.*

*We do this by being accountable to each other and to our constituents.*

*We do this by being open, honest, sincere and effective.*

*We do this by being truthful about what we can accomplish.*

*We do this by being proactive to let our constituents know what we are doing for them, how we are doing it, and why.*

*In the course of our business as an assembly, we will be generating resolutions:*

*Resolutions to recognize accomplishments,*

*Resolutions to acknowledge excellence,*

*Resolutions to take a position, and*

*Resolutions to show unity of mind and purpose.*

*These resolutions will show the resolve of the Assembly. Thank you for allowing me this moment to speak.*

## **PERSONNEL SYSTEM DISCUSSION PART I**

The Chair introduced Vice Chair JoAnne McKnight who facilitated a discussion of personnel system issues.

JoAnne McKnight and Ruth Brill distributed printed materials corresponding to a power point presentation displayed in the board room. Referencing President Bowles' proposed legislation to create a task force to identify possible modifications to the State Personnel Act for University employees, JoAnne then clarified the purpose and scope of this session (part one of a two part personnel system discussion).

Joyce Shaw asked how the task force would differ from the human resources best practices study conducted several years ago. Ann Lemmon responded that although elements of the best practices study might be worthy of further consideration, the study is not likely to be implemented because it contains recommendations for changes to the State Personnel Act which would impact all state employees. Because there is little support for change among most state agencies, the University will utilize a task force to look at personnel system issues "with fresh eyes" and without the bias or influence of past studies or reports.

Sheila Perry asked for clarification regarding the term "restructure" as it relates to the University's relationship with the Office of State Personnel (OSP). JoAnne McKnight responded that President Bowles decided in March, based in part on the Staff Assembly's recommendations, to redefine the relationship between the University and OSP rather than attempt to create a separate university personnel system at this time. Ann Lemmon added that President Bowles will discuss these issues further though he does not want to predispose the task force to any specific direction.

David Brannigan commented that the best practices study was a wish list with no legislative follow through. He believes once the task force builds consensus and makes recommendations that legislative initiatives will be proposed. JoAnne McKnight agreed.

The discussion continued which resulted in agreement on the following points:

- The Assembly will review the composite report completed in March. Considering recommendations from all constituent campuses, the Assembly will identify personnel system issues, discuss them, debate them, and vote on them to determine consensus positions. The Assembly will utilize all available means of meeting (face to face, videoconferencing, teleconferencing, Blackboard virtual community, etc.) to facilitate this process. Bylaws require advance notice of meetings and a quorum must be present.
- The Assembly will suggest specific staff representatives to serve on the task force, including at least one alternate. The Assembly also will suggest President Bowles consider broad and diverse representation (economic, geographic, gender, race, SPA/EPA, historically minority/majority, etc.) from a wide variety of campuses throughout all categories of representation (faculty, staff, and administration). Recommendations for staff reps will be shared with President Bowles for his consideration. President Bowles will determine the composition of the task force and will appoint representatives at his discretion.
- Reps must follow the guidelines established by the Assembly. Reps must be "team players" who will communicate Assembly consensus opinions only rather than a broad

variety of viewpoints or their own personal agendas. Reps must communicate openly and regularly with the Assembly by sharing all considerations, minutes, proposals, and reports discussed by the task force. Information then will be shared with Chairs of constituent institutions to share with rank and file staff at each campus.

- Reps must be willing to fully commit their time and energy to the entire process. Caroline Francis referenced proposed Senate Bill S1353 to clarify that "...the Task Force shall report to the President of The University of North Carolina and to the UNC Board of Governors by January 15, 2008. By March 24, 2008, the UNC Board of Governors shall forward the recommendations that it approves, as presented or as modified, to the Joint Legislative Education Oversight Committee of the General Assembly for consideration of any legislative proposals during the 2008 Regular Session."

A vote was taken to gauge support for the points listed above: 32 agreed, none opposed, 6 abstentions.

Referencing UNCCH resolution 07-07, David Brannigan made a motion to endorse rank and file staff (other than delegates) to be eligible to serve on the task force. Kelley Eaves-Boykin responded that delegates were elected to represent constituents and are likely more knowledgeable of issues than rank and file staff. J.C. Boykin added that protocols for nominations would need to be carefully considered if staff other than elected delegates are deemed eligible to serve on the task force. A vote was taken and the motion was defeated: 6 yes, 34 no, and 1 abstention.

Lee Odom and Harold McKeithan asked if delegates serving 1 year terms would be eligible to serve on the task force. Roger Killian asked about protocols if a delegate leaves the Assembly. Caroline Francis made a motion to extend term limits to allow delegates to finish their work with the task force. Charlie Wallin made a friendly amendment to allow delegates to serve ex officio until task force business could be completed. A vote was taken and the motion passed: 40 yes, none opposed, and 1 abstention.

**20 MINUTE LUNCH BREAK:** 12:10 p.m. – 12:30 p.m.

JoAnne McKnight resumed the personnel system discussion after lunch by introducing potential topical components of an official position from the Assembly. She then asked for additional input and suggested delegates work in small groups tonight (after the committee break out sessions) to craft statements articulating the Assembly's official position.

Ernie Patterson asked the Assembly to consider endorsing a proposed attachment to UNCCH resolution 07-06 regarding possible modifications to the State Personnel Act. The document had been distributed electronically via the listserv earlier the same day. Matt Banks distributed print copies of the document to delegates during the meeting. Discussion of the document was tabled until Friday during part two of the personnel system discussion.

LaMonica Singleton asked if committees could draft statements during the afternoon break out sessions rather than later in the evening. A vote was taken and the motion passed: 37 yes, none opposed, and 2 abstentions.

Upon the conclusion of part one of the personnel system discussion, J.C. Boykin closed the session. He then distributed committee appointment letters to committee chairs and clarified protocols and expectations for the committee break out sessions. Each committee shall:

1. elect a vice chair and secretary,
2. discuss their committee charge,
3. schedule their next meeting,
4. develop a statement for consideration as an official Assembly position, and
5. *post break out session meeting minutes to Blackboard.*

**15 MINUTE BREAK:** 12:45 p.m. – 1:00 p.m.

**COMMITTEE BREAK OUT SESSIONS** (45 minutes each)

1:00 p.m. – 1:45 p.m.	Communication and Technology Compensation and Benefits Diversity Governance	Conference Room C Executive Conference Room Conference Room A Conference Room B
-----------------------	--	--

**15 MINUTE BREAK:** 1:45 p.m. – 2:00 p.m.

2:00 p.m. – 2:45 p.m.	Historically Minority Institutions Human Resources Innovations and Initiatives Legislative Priorities	Conference Room B Executive Conference Room Conference Room A Conference Room C
-----------------------	--	--

**30 MINUTE BREAK:** 2:45 p.m. – 3:15 p.m.

**ADDRESS FROM PRESIDENT BOWLES:** 3:15 p.m. – 3:45 p.m.

President Bowles thanked the Staff Assembly for helping to inform his decisions about personnel issues. He is pleased with the feedback he has received though he still has concerns about the state personnel system. More flexibility is needed. Policy changes cannot be made during the 1<sup>st</sup> short session of the legislature. A task force will be appointed to study personnel issues and recommend changes during the 2<sup>nd</sup> session of the legislature. The task force will likely include approximately 15 members: 3 SPA, 3 EPA, 3 faculty, 1 Chancellor, 1 Provost, 1 CFO, 1-2 HR reps, and 1 OSP rep. He is interested in looking at market considerations for recruiting and hiring. He wants the ability to reward exceptional performance, to provide career growth, and

protections for staff. He would like career banding if it were funded; without funding it is a false promise. President Bowles then asked for questions.

Joyce Shaw (ECSU) asked about campus safety issues in relation to the recent violence at Virginia Tech. President Bowles responded that he has already met with safety personnel from each campus to study best practices. The crime rate of the UNC System is 1/6<sup>th</sup> of the state crime rate; which is excellent considering the UNC System is equivalent in size/population to the third largest city in the state (40,000 employees + 200,000 students = 240,000 total population). Best practices include card access, alarm systems, human monitors in residence halls, cameras with monitors, high tech communications (cell phones, blackberries, text messages) and low tech communications (sirens, loudspeakers, flashing lights). A 2004 task force had good recommendations but no follow up. He wants to appoint a new task force including universities, community colleges and private colleges as well as state, local, and federal law enforcement agencies. The task force will need to establish a timeline for follow up.

Chuck Brink (UNCCH) asked if safety innovations would be consistent across all campuses regardless of size. President Bowles responded that what works at one school may or may not work at other schools; however, the size of the campus will not be a factor.

Margo Gross (UNCC) asked if Chancellors would be hesitant to close (lock down) a UNC campus. President Bowles responded he is not worried about the current Chancellors though he isn't sure what might happen in the future.

Ernie Patterson (UNCCH) expressed concern for troubled students and he suggested we pay close attention to warning signs. President Bowles responded that table top exercises are planned.

Nancy Williams (UNCA) asked about other priorities, other than safety. President Bowles referenced his inaugural speech. He is interested in K-12 improvements. He wants to break down the barriers between community college and the University system to more readily absorb projected enrollment increases. He wants to utilize facilities more efficiently and effectively; current campus facility utilization rates range from 12% to 70%. He is interested in exploring the possibility of a trimester system (summer school), expanding distance education offerings, and increasing graduation rates. Some kids graduate from high school unprepared for university. Summer bridge programs help prepare students for success and lead to increased retention and graduation rates. He also supports research and development, especially in demand driven areas where jobs are created.

David Brannigan (UNCCH) thanked President Bowles for listening to staff about PACE and personnel issues. He hopes the task force will be fair and objective regarding merit pay. President Bowles responded that he has concerns about merit pay being too arbitrary. He is counting on the task force to give him good advice.

President Bowles complimented the leadership of the Staff Assembly, mentioning Chair J.C. Boykin and Vice Chair JoAnne McKnight by name. He will continue to work with them.

**ADDRESS FROM ANDY WILLIS:** 3:45 p.m. – 4:00 p.m.

The legislature is currently working on the budget. Legislators have introduced a record 3,600 pieces of legislation with another 700-800 in the hopper. Approximately 400-500 may impact the UNC System, and of those approximately 300-400 could have a potentially negative impact. The house and senate have met jointly. Their target for K-12, community colleges, and the UNC System is only \$84 million above the continuation budget. The target is low because the legislature has not yet reached an agreement on tax base options. The UNC System priorities are financial aid for students and faculty salary increases toward the 80<sup>th</sup> percentile of their peers. Subcommittee proposals are not good. Though President Bowles is hopeful of a 5% salary increase for staff, current projects are closer to 3%. One time funding is expected to include \$250 million for repair and restoration projects, \$250 million in reserves (savings), and \$1 billion for capital infrastructure improvements. By early May we should know more about revenue projections. Economists are optimistic; \$400-\$500 million windfall is anticipated. The house is under new leadership this year; all new committee chairs. It's a very weird session.

J.C. Boykin (NCSU) asked about the ethics of lobbying legislators since the average citizen has had little training and is unaware of the dos and don'ts. Andy Willis responded that the protocols have gone from lax to very strict. Legislators will likely not accept invitations for meals because they have to report everything. Best strategy is to keep things simple; invite legislators to meetings but do not serve meals or offer gifts. Build relationships with new legislators slowly and carefully over time.

**15 MINUTE BREAK:** 4:00 p.m. – 4:15 p.m.

4:15 p.m. – 5:00 p.m.	Planning and Budgets	Conference Room A
	Policies and Practices	Conference Room B
	Staff Development	Conference Room C
	Staff Wellness and Morale	Executive Conference Room

The Chair invited delegates to attend dinner at 6:00 p.m. at the Center for School Leadership Development Building following the committee break out sessions. He then reminded delegates the Assembly would reconvene the next morning at 7:45 a.m. for special committee break out sessions followed by an official call to order and roll call at 9:00 a.m.

**Friday, April 20th**  
**Board Room, UNC General Administration**

**CALL TO ORDER**

J.C. Boykin, Chair of the UNC Staff Assembly, called the meeting to order at 9:05 a.m.

**ROLL CALL**

ASU – Stacy Sears, Charlie Wallin, Jackie McInturff  
ECU – Wayne Reeves  
ECSU – Sheila Perry, Joyce Shaw, Cheryl Leigh  
FSU – Harold McKeithan, Patricia Flanigan, Sabrina McKeithan  
NCAT – Clarence Page, Darlene East, Kristie Johnson  
NCCU – Rebie Coleman, Chevella Thomas  
NCSA –Debbie Frezell, Jim DeCristo  
NCSSM – Sandra Jackson  
NCSU – J.C. Boykin, Gail Willis, Melissa Watkins  
UNCA – JoAnne McKnight, Connie Schaller, Nancy Williams  
UNCH – Ernie Patterson, Chuck Brink, David Brannigan, Tommy Griffin  
UNCC – Kelley Eaves-Boykin, Margo Gross  
UNCGA – David Enblom, Caroline Francis  
UNCG – Suzanne Williams, Lee Odom, Karen Core  
UNCP – Roger Killian, Aubrey Swett, Brenda Jacobs  
UNCW – Tammy McKenzie  
WCU – Jed Tate  
WSSU – Sylvia Gwyn, LaMonica Singleton, Linda Cole

**ADDRESS FROM JEFF DAVIES, CHIEF OF STAFF (PACE): 9:10am-10:05am**  
<http://www.northcarolina.edu/content.php/finance/pace/index.htm>

Using a powerpoint presentation to dispel misinformation and preconceptions about the President's Advisory Committee on Efficiency and Effectiveness (PACE), Jeff Davies announced that PACE is not a GA imposed budget cut. President Bowles, having been advised that the University system is not as efficient as the business sector, formed a task force to objectively examine how the University conducts business. GA was addressed first. Jeff Davies did not like PACE at first but now he believes in the process. The task force included 7 work groups led by University personnel. PACE reports will be utilized; not just filed and forgotten. Data will be analyzed and compared to benchmark UNC in relation to national data. Approximately 75-80% of the University's budget is personnel. We need to avoid redundancy in reporting and record keeping. We need to leverage our strengths and to collaborate. \$500 million in cost avoidance was identified over a five year period. President Bowles responded that is a good start but we need to do more. President Bowles wants to streamline a 300 page budget request to a 2 page summary. He wants to identify 10-20 metrics for accountability. GA cut

expenses 10%; primarily personnel costs. Short term system wide PACE recommendations are to be implemented by October 2007. PACE is not about cutting the budgets or eliminating positions; it's about redirecting savings and reallocating resources to enhance the academic mission. Not all PACE recommendations will be implemented. Outsourcing is NOT a priority consideration.

Debbie Frezell (NCSA) asked if cost savings could be utilized for employee benefits rather than academics. Jeff Davies responded that final decisions had not yet been made.

Chevella Thomas (NCCU) asked about the elimination of fixed asset positions. Jeff Davies responded that GA did eliminate positions but does not recommend the elimination of positions at all campuses. Every PACE recommendation does not apply to every campus. One size does not fit all.

Harold McKeithan (FSU) commented that Information Technology professionals are pursuing efficiencies in process through technology rather than cut positions.

David Brannigan (UNCCH) is concerned that too many positions have already been eliminated. Jeff Davies responded that GA cut only those positions that made sense. Reorganization is sometimes necessary to redistribute workloads more equitably and increase compensation accordingly.

Chuck Brink (UNCCH) recommended a system wide policy mandating reclassification and compensation review.

**5 MINUTE BREAK:** 10:05 a.m. – 10:10 a.m.

**COMMITTEE REPORTS:** 10:10 a.m. – 11:15 a.m.

*Committees were instructed to post their reports/minutes to Blackboard.*

**15 MINUTE BREAK:** 11:15 a.m. – 11:30 a.m.

**CONTINUATION OF PERSONNEL SYSTEM DISCUSSION:** 11:30am-12 Noon

Chair J.C. Boykin clarified that each committee is to draft a statement for consideration/inclusion as a component of a composite Staff Assembly personnel system task force position statement. The process to formulate an official position statement is expected to take approximately 30 days and will be facilitated by the Executive Committee. Next the Chair clarified the process we will follow to nominate delegates to serve on the personnel system task force. Nominees will submit a one page bio directly to Ann Lemmon and the bios will be forwarded to President Bowles for

consideration. Wayne Reeves (ECU) requested a standardized bio format. The Executive Committee agreed to determine the format and distribute via email. Discussion continued. Thirteen nominees were identified:

EPA

Kelley Eaves-Boykin (UNCC)  
Roger Killian (UNCP)  
*LaMonica Singleton\** (WSSU)  
*Debbie Frezell\** (NCSA)  
Caroline Francis (UNCGA)

SPA

Ernie Patterson (UNCCH)  
Clarence Page (NCAT)  
*Gail Willis\** (NCSU)  
*Harold McKeithan\** (FSU)  
Rebie Coleman (NCCU)  
*Chuck Brink\** (UNCCH)  
Sheila Perry (ECSU)  
Wayne Reeves (ECU)

*\*NOTE: Task force appointees were announced 9/12/07.*

**LUNCH BREAK:** 12:00 Noon – 12:50 p.m.

In memory of the victims of the recent shooting at Virginia Tech, Chair J.C. Boykin requested a moment of silence. Clarence Page (NCAT) then led the group in prayer before lunch.

**FIVE YEAR PLAN:** 12:50 p.m. – 1:35 p.m.

Chair J.C. Boykin facilitated a discussion regarding a five year strategic plan for the Staff Assembly. Delegates were asked to provide feedback via Blackboard. Roger Killian (UNCP) requested sample five year plan documents for review.

**BLACKBOARD TRAINING:** 1:35 p.m. – 2:00 p.m.

Suzanne Williams facilitated a Blackboard training session..

**UNFINISHED BUSINESS: NONE**

**NEW BUSINESS:** 2:00 p.m. – 2:40 p.m.

Chuck Brink (UNCCH) proposed a resolution concerning salary increases for state employees. The resolution was did not pass (6 for; 21 against; 10 abstentions).

Debbie Frezell (NCSA) recommended some committees be consolidated. Roger Killian (UNCP) recommended the Governance Committee review committee structure and make recommendations to the Executive Committee. The motion passed (36 yes; 0 no; 1 abstentions).

Roger Killian (UNCP) recommended the formation of an ad hoc committee to consider employee dependent tuition waivers. After discussion, the recommendation was amended to delegate the issue to an existing committee rather than form a new committee. The motion passed (34 yes; 1 no; 2 abstentions).

Wayne Reeves (ECU) recommended the Compensation and Benefits committee review proposed changes to the state health plan. Ann Lemmon agreed to follow up with Kitty McCollum and Andy Willis to get more information about the proposed changes. The motion passed (36 yes; 0 no; 1 abstention).

**ANNOUNCEMENTS:** 2:40 p.m. – 2:45 p.m.

Fall meetings will likely take place at General Administration in Chapel Hill. Spring meetings will likely rotate to various constituent institution campus locations.

Suzanne Williams (UNCG) reminded committee chairs to post their reports/minutes to Blackboard ASAP.

Stacy Sears (ASU) asked about the timeline for committee consolidation review. Chair J.C. Boykin responded that the Executive Committee would act promptly upon the recommendations of the Governance Committee.

**REMARKS:** 2: 45 p.m. – 2:50 p.m.

Ann Lemmon congratulated Staff Assembly delegates for their work during this inaugural year.

Tommy Griffin (UNCCH) thanked Ann Lemmon and Ruth Brill for all their support.

**ADJOURN:** 2:50pm

There being no other business, the meeting was adjourned at 2:50 p.m.

The Executive Committee met immediately following the Staff Assembly meeting.

Minutes respectfully submitted by Suzanne Williams and accepted September 26, 2007 with one correction: page 10, paragraph 2, EPA list, LaMonica Singleton-Sloan was changed to LaMonica Singleton.