Committee Name: Staff Relations (renamed Faculty Staff Relations)
Chair: Miriam Murphy

Members:
Members with Term Expiring June 30, 2020
Bell, Teresa (Medicine)
Clark, Patricia (Science)
Jafari, May (University Library)
Madaras, Patrik (SPEA)
Miller, Leslie (Liberal Arts)
Moffett, Paul (University Library)
Phillabaum, Melinda (Business)

Members with Term Expiring June 30, 2019
Ekser, Burcin (Medicine)
Murphy, Emily (Business)
Murphy, Miriam (Law Library) (Chair)

Action Items:

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<tr>
<th>Action Item(s)</th>
<th>Status</th>
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<tbody>
<tr>
<td>Changing Committee name from Staff Relations to Faculty Staff Relations Committee</td>
<td>Constitution &amp; By Laws Committee forwarded name change for approval by IFC</td>
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<tr>
<td>Discussion on communication across campus including all units and positions.</td>
<td>Chair invited to participate in Faculty Portal Communications Committee as a starting point.</td>
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<tr>
<td>Review of bylaws, including policies and procedures for staff under circumstances of reorganization (faculty have a policy, staff do not). Review policies and procedures in the bylaws that govern the IFC's Staff Relations Committee and, comparably, the ISC’s Faculty Relations Committee and change them to current practices.</td>
<td>Referred to Staff Council Executive Committee to have bylaws modified by appropriate Staff Council Committee.</td>
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<tr>
<td>Evaluation of the campus pedestrian safety report back to the committee.</td>
<td>Met twice with Margie Smith-Simmons for updates and provided feedback.</td>
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<tr>
<td>Search committee training (better and more systematic across campus and at all levels)</td>
<td>Discussed implementation of optional bias training.</td>
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Review of staff participation in TIAA-CREF. The benefit may change to a new vendor. How many does that affect staff? Ask if there is a member of the committee who would like to serve on the Fringe Benefits Committee?

IFC Fringe Benefits Committee handled this issue, so no need for further action by Staff Relations Committee.

Several questions have been raised about the "status" (role, venues for input) for full-time staff who also teach (e.g., as associate faculty).

A draft discussion document was provided to Staff Council Executive Committee for their consideration and action.

### Action Items to be carried over to 2019-2020:

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<tr>
<td>Discussion of communication best practices, across campus including all units and positions.</td>
<td>Need to meet with IU Communications and have further implementation for both faculty and staff. Ongoing.</td>
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<tr>
<td>Search committee training (better and more systematic across campus and at all levels)</td>
<td>Need to schedule a meeting with Julettta Toliver.</td>
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<td>Evaluation of the campus pedestrian safety including impact of new shuttle routes.</td>
<td>Evaluation and implementation continues.</td>
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### Suggested new action items for 2019-2020:

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<tr>
<td>Review Welcoming Campus Initiative implementation, identify additional areas for improvement, such as directional and building signage.</td>
<td>Need to draft a signage recommendations report</td>
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</table>

Please attach any completed documents, minutes, or recommendations made by your committee during this report year. One copy of this report and supporting documents will be sent to the IUPUI University Archives.
Report due: June 30, 2019
Submit to: Karen Lee
Office of the Faculty Council
klee2@iupui.edu
Hello,

Here is a draft of what I discussed in the meeting regarding compensation the other day. Please let me know if you have any questions! Thanks!

This statement expresses the Committee’s concern regarding a number of current and long-standing policies that have profoundly affected the morale and the academic program of IUPUI, as well as its financial health. The immediate occasion for this statement is The Job Framework Redesign Project: Rethinking Staff Careers at IU, which may exacerbate problematic promotion and compensation policies, particularly in regards to condensing job categories into fewer levels, making promotion more difficult.

Specific concerns we have identified are as follows:

1. **No clear path to promotion and advancement.**
   Job categories are not structured in a way to promote advancing within a current position based on experience and additional job duties. Managers and Faculty are often unable to promote or retain valuable team members because there are no set timelines for staff promotion. For example, a staff member who starts in an entry level position, would have to apply to a new job in most cases once their experience level qualifies them for a higher level position. An alternative may be to automatically promote staff after a certain number of years of experience in their current role. For example, an entry level research technologist could automatically advance to a senior research technologist and become salaried after three years with their supervisor’s approval.

2. **Stagnant Wages**
   Staff have reported that the salary they accept when hired does not significantly increase without either leaving the position they are hired into or their supervisor advocates on their behalf to have their position re-evaluated based on additional responsibilities. The standard annual 2% increase does not significantly impact their compensation in a way that will move them further up in the published pay range of their job classification. An alternative may be to have more defined groupings within each pay range that corresponds to levels of experience or additional education/certifications. This would allow staff to have more periodic, significant increases in pay without waiting until a promotion.

3. **Salary Compression**
   Due to the wide pay ranges in each category, the tendency to hire employees at lower levels of the range, and small annual pay increases, staff with significantly more skills and experience often make similar amounts. In some cases, employees that have been here prior to new minimum pay guidelines for their position actually earn less than what is the university’s current compensation policies. Managers and faculty who have pointed out the situation of these staff members are often told that “it would be too big of an increase in pay” to bring them up to the university’s new minimum pay. This is unfair to dedicated staff members who have served the university for many years. We recommend all staff making believe university-set minimum pay guidelines be
reassessed and have their salary adjusted so that it is not just at the minimum, but that it aligns with their experience as well in the current university pay ranges.

4. **Use of prior salary data against internal employees applying for new positions.**
One of the biggest concerns staff reported was the unfair practice of having their salary history used to justify paying them less than external candidates for the same position. Internal candidates should not be disadvantaged due to HR’s access to salary information. Internal candidates' skills and experience should be valued as much as that of external applicants. Hiring managers have reported that they are told certain increases in pay are “too much” relative to what someone was making in their previous role. One example of this was a staff member who worked in an entry level position while completing their bachelor's degree. When they applied for a job in a higher job classification, their manager was told it would be too large of an increase to go from $26,000 to $40,000, even though the staff member had since completed their degree, gained years of experience, and was a respected member of the team. Practices such as these incentivize employees to leave after completing degrees paid for by the university and are inherently unfair to internal job candidates. This also results in greater costs to the university because they lose valuable staff members and hire external candidates at a higher pay rate who will take longer to train and become independent in their position. An alternative would be for hiring managers and HR to determine salaries based solely on job responsibilities and a candidate’s skills, experience, and education, independent of their prior salary history. We also recommend that salary decisions be heavily weighted by the new hire’s supervisor who is most familiar with the position and how well the staff member fits the requirements. This should be done particularly when the supervisor requests to offer an internal candidate a salary that is clearly justified based on their qualifications and the amount fits the within the hiring unit's budget.

5. **Substandard tuition reimbursement program.**
Staff have reported concerns that university policies reimburse them a set dollar amount per semester rather than reimbursing for a set number of courses. This makes increases the financial burden for our staff to continue their education, because they are typically only reimbursed for enough tuition to cover approximately 1.5 courses. Staff either have to pay unreimbursed tuition out of pocket or reduce the number of classes they take, which results in more expenses or longer times to degree completion. An alternative would be for the university to consider covering two courses per semester for students enrolled in degree programs, so they could complete degrees more quickly and have less of a financial burden.

6. **Wide pay ranges with skewed distributions.**
Similar to the concern regarding salary compression, many staff report that most employees are hired at the lower end of the pay range; however, exceptions are made for certain candidates, who will receive offers near the top of the pay range for a given position. We recommend reviewing the distribution of staff salaries within each job category to determine how many employees fall in the bottom and top quartiles of the published pay ranges. This data is important to determine the university is free of gender, racial/ethnic minority, and disability-related pay disparities.

7. **Lack of competitiveness in Indianapolis job market.**
Indianapolis is a large metropolitan area and our staff have skills in demand by many private companies and competing universities/health systems. Several managers have reported losing large numbers of staff to employers such as Eli Lilly, who often recruit through direct emails to staff's' university email accounts. Although many staff realize there are certain advantages to working at the university, other companies' compensation packages are more generous not just in terms of salary, but also benefits such as health insurance, retirement plans, and job flexibility.
The university should evaluate its competitiveness in regards to salary, benefits, and culture with organizations staff most frequently leave to take new positions at. This should consider things such as flexible work schedules, paid paternity/maternity leave, remote work options, paying for community fitness classes and encouraging employees to exercise during the day, and any other things staff cite as desirable in their work environment. The university may also want to consider their competitiveness as an employer nationally.

Impact of these concerns on the wider, IUPUI community:

1. Low morale
2. Lack of transparency
3. Inability of supervisors to retain employees
4. Incentivize staff with complex institutional knowledge to leave
5. Loss of staff with critical expertise
6. Cost of recruitment, hiring, and training new staff
7. Loss of faculty who cannot retain employees critical to running successful clinical and research programs.

I can flesh out the last section more, if you think it’s necessary, but I wanted to get something to you ASAP. Thanks so much!

tb

Teresa Maria Bell, PhD
Assistant Professor
Indiana University School of Medicine
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Office Location: HITS Building, Room 2019, 410 W 10th St, Indianapolis, IN 46202
Phone: 317-274-7435
Email: terebell@iupui.edu

From: Elko, Lisa <lelko@iupui.edu>
Sent: Thursday, March 28, 2019 1:09 PM
To: Bell, Teresa Maria <terebell@iupui.edu>
Cc: Fields, Aaron Tyler <aatfield@iupui.edu>; Murphy, Miriam Ann <mimu@iupui.edu>
Subject: Faculty/Staff Relations Committee Meeting

Hi Teresa!

I just wanted to follow up with you regarding the information you were going to send me about the staff salary disparities, etc... I just wanted to make sure you knew who to send it to since we didn’t do introductions. 😊

Thank you!

Lisa Elko
Administrative and Project Coordinator
Faculty/Staff Relations Committee
Wednesday, October 3, 2018
1:00 – 2:00 p.m.
Robert H. McKinney School of Law, Inlow Hall, Room 135M

1. Miriam Murphy called to order the regular meeting of the Campus Planning Committee Meeting at 1:00 p.m., on October 3, 2018.

Members in attendance:

    Miriam Murphy
    Bell, Teresa
    Elko, Lisa
    Madaras, Patrik
    Moffett, Paul
    Murphy, Emily
    Richards, Kimberly Ann

Members not in attendance:

    Clark, Patricia
    Elkser, Burcin
    Fields, Aaron
    Jafari, Maymanat
    Libla, Alicia
    Miller, Leslie
    Phillabaum, Melinda
    Zappia, Catherine

1. Ongoing Business – Miriam Murphy
   A. Discussion and recommendations on communication across campus including all units and positions.
      i. Intranet
      ii. Act as a clearinghouse
      iii. Too many locations to check
   B. Review policies and procedures in the bylaws that govern the IFC's Staff Relations committee, and, comparably, the IFC's Faculty Relations Committee and change them to current practices.
   C. Review search committee training
      i. Multiple platforms: model questions with best practices, discover who assures compliance (legal training)

3. New Business – Miriam Murphy
   A. Address and propose, draft statement, about the disparity of staff salaries. There is no clear pathway to upward mobility and pay.
      i. The status (role, venues for input) for full-time staff who also teach (e.g. associate faculty)
ii. Change name of committee to Staff/Faculty Relations. Develop a statement of concern
iii. Invite Julettta
iv. Contact Stacey Marone for IT support

Meeting adjourned at 2:00 PM
Faculty / Staff Relations Committee
Thursday, March 28, 2019
Inlow Hall, Conference Room 135M

Attending: Teresa Bell, Patricia Clark, Lisa Elko, Aaron Fields (Staff Chair), May Jafari, Alicia Libla, Leslie Miller, Miriam Murphy (Faculty Chair), Kim Richards

Not Attending: Patrick Madaras, Paul Moffett, Emily Murphy, Melinda Phillabaum, Catherine Zappia

1. Staff Council (charges from SC – EC)
   a. Create staff council committee bylaws similar to faculty council committee bylaws

   Charge

   The Faculty Relations Committee shall consist of no fewer than five staff members. This committee shall have the responsibility for identifying staff concerns with faculty, with Human Resources Administrations, and with campus activities which impinge upon the quality of campus life. The committee shall also address issues of mutual concern to both faculty and staff and promote communication between them. In all activities, active collaboration with the Faculty Council and its relevant committee shall be pursued and appropriate recommendations made.

   b. Faculty Relations committee charge needs to be updated so it doesn’t read like it addresses problems staff have concerning faculty.

   c. Staff salary disparities and mobility – share concern with other committee – Staff Council’s Staff Affairs Committee?
     - Invite Camy Broeker to share plans addressing salary compression and implementation of IU Framework Design?

   d. “Status” issues document drafted and submitted to Staff Council Executive Committee. Meeting with Juletta Toliver recommended

2. Faculty Council (charges from IFC - EC)
   a. Committee name unified to Faculty Staff Relations Committee

   b. Communications overload – IFC Committee Chair (Miriam) attending an IU Communications work group on a Faculty Portal. Problem is too many newsletters, emails so that priority information is overlooked and no central place to locate information when needed.

   c. Benefits RFP (vendor review TiAA/Fidelity) – IFC formed an adhoc committee that investigated and met with IU administration on this issue
d. Review search committee training — new training implemented by HR for search committee members including bias awareness training —should be mandatory for all

e. Campus Pedestrian Safety — meeting with Margie Smith-Simmons, Assistant Vice Chancellor for Finance and Administration for update on implementation and next steps

3. Other issues
   a. Review the gaps in Welcoming Campus initiatives. Campus is not welcoming due to lack of signage concerning where you are on campus, no building names, etc.
   b. Multiple Training portals are a problem. Faculty and staff don’t know what trainings are required until they get email notices, needs to be a central training location covering FERPA, Sexual harassment, data privacy, etc.