

# MEET AND CONFER 2016 – 2017 MEET AND CONFER TEAM

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# Agenda

- Overview of Meet and Confer Process
- Issues continued from AY 2014-15 & 2015-16
  - Faculty Salary Placement and Advancement
  - Lab Loading
  - Conflict Resolution
  - Residential Faculty Accountability and Overload
  - Faculty Supervision and Compensation
- Consistency, clarification, and clean up

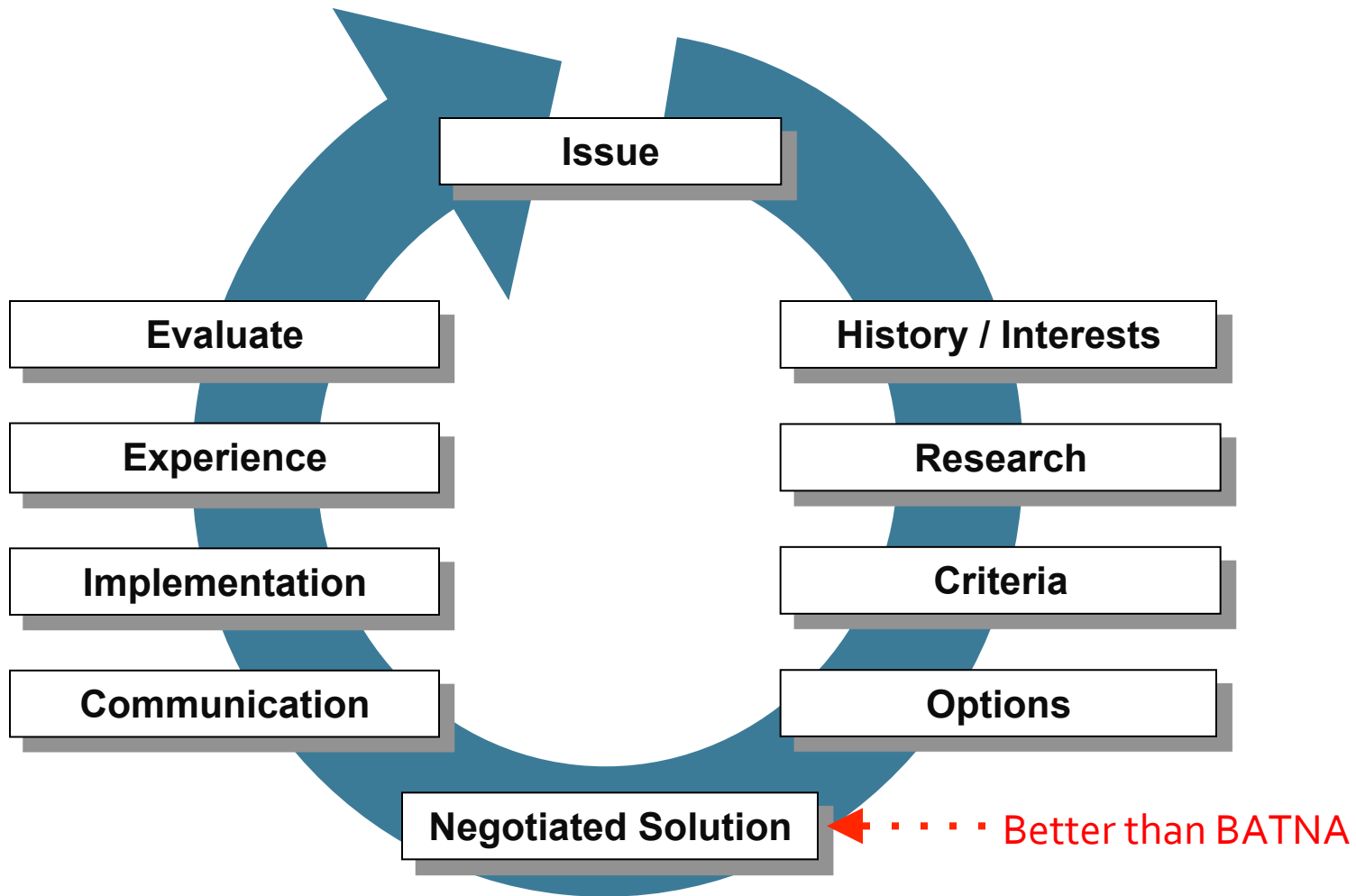
# MEET AND CONFER PROCESS

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# Interest-Based Negotiation (IBN)

- IBN is based on the theory that mutually satisfactory outcomes are more likely when the respective interests of negotiating parties are met
- Five Principles of IBN:
  - Separate the people from the problem
  - Focus on interests not positions
  - Generate options for mutual gain
  - Insist on objective criteria
  - Preferred option is better than BATNA

# Interest-Based Negotiation



Adapted from Sally Klingel, Interest-Based Negotiation  
Cornell University, ILR School

# Communication/Loop Out/Feedback

- Monthly Meet and Confer Communications sent to all faculty
- Faculty Association Meet and Confer page
- Regular updates at FEC, CEC, VPAA
- Annual Meet and Confer Forums at each college
  - 2016-17 is first year for joint presentations at the colleges and administrative councils (CEC, VPAA, HR)

How can we better communicate?



# FACULTY SALARY PLACEMENT AND ADVANCEMENT

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# The Problem

- Salary advancement for faculty continues to be unpredictable
- Salary advancement has not been a top budget priority in recent years
- Administration views the current structure for salary advancement (i.e. annual steps) as not fiscally viable
- Current Governing Board support is variable on recommendations for tuition or tax levy increases
- An updated salary system may address a variety of issues
  - MFA
  - Ph.D.+
  - Predictable salary advancement

# Work Done to Resolve Problem

- Formally asked the Administration to fund a step and appropriate COLA
  - There is currently \$4.6 million in the proposed budget for employee salary compensation
  - No date has been set for final approval of the proposed budget
  - Upon approval, appropriate sections in the RFP (e.g., Section 4, Appendices C and E) will be adjusted

# Budget and Salary System Subgroups

- Budget Task Force convened to identify models to sustainably fund employee compensation
- Salary System Subgroup will make recommendations to the Team for updated salary system
  - Co-chaired by Mike Mitchell (Faculty) and Steven Gonzales (Administration)
  - Tasked to address two questions: 1) how are new and existing faculty placed in an updated system; 2) how do faculty progress within an updated system
- Any proposed changes will be vetted by FEC, CEC, and other councils, as well as faculty at large
- Anticipated implementation Fall 2018

# LAB LOADING

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# History of Load in Maricopa

- MCCC CD uses 10 different formulas to determine instructional faculty load
- The standard load formula,  $S$ , currently in use has existed since at least 1976
- There are four different classifications for courses
- The amount of load a faculty member receives per credit is based on these classifications

# Standard Load Formula

- Standard Load Formula
  - $\text{Load} = \text{Credits} + (0.7 \times (\text{Instructor Contact Hours} - \text{Credits}))$
- Example 1 (Lecture class):
  - MAT152 is a 3-credit lecture class that meets for the equivalent of three 50-minute periods (i.e. instructor contact hours) weekly
  - $\text{Load} = 3 + (0.7 \times (3 - 3)) = 3.0$
- Example 2 (Lab class):
  - AST113 is a 1-credit lab class that meets for the equivalent of three 50-minute periods (i.e. instructor contact hours) weekly
  - $\text{Load} = 1 + (0.7 \times (3 - 1)) = 2.4$

# Why Faculty Are Concerned

## Lecture-Only Faculty

- **Four (4)** lecture classes each with three (3.0) weekly contact hours
- **Load = 12.0**
- **12 contact hours**



## Lab-Only Faculty

- **Five (5)** lab classes each with three (3.0) weekly contact hours
- **Load = 12.0**
- **15 contact hours**

**Lab-Only Faculty Are Required to Have More Instructor Contact Hours than Lecture-Only Faculty with the Same Load**

# Meet and Confer Team Work 2014-15

- Sought to understand the rationale behind the current methodology
- Identified models used at other colleges to quantify load
- Selected a model (Gateway Technical College) to fit Maricopa
- Negotiated a solution that load assigned to lab courses (with the exception of drop-in labs) with loading formula  $S$  or  $E$  be equal to periods that the lab meets



# Result if Proposed Solution is Implemented

## Lecture-Only Faculty

- **Four (4)** lecture classes each with three (3.0) weekly contact hours
- **Load = 12.0**
- **12 contact hours**



## Lab-Only Faculty

- **Four (4)** lab classes each with three (3.0) weekly contact hours
- **Load = 12.0**
- **12 contact hours**

**Lab-Only Faculty Won't Be Required to Have More Instructor Contact Hours than Lecture-Only Faculty with the Same Load**

# Status of Proposed Solution

- Using complete academic years (AY 2014-15 and AY 2015-16) course offering and load data, an estimate to fully implement the proposed solution was determined
  - Estimated cost to fix lab loading is ~\$3 - \$3.3 million
- Solicited confirmation from Instructional Councils to ensure that course attributes used in data analyses were accurate
- Working with Chancellor and Vice Chancellor of Business Services to identify funding

# CONFLICT RESOLUTION POLICY

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# The Problem

- The lack of consistency and clarity in current policy (Section 6) has resulted in misinterpretations and misapplications of policy
- The lack of a clear policy with appropriate detail adds additional uncertainty into the conflict resolution process
- Revised Sections 6.1 – 6.3 during AY 2015-16
- Worked to revise Sections 6.6. and 6.8. this year

# Proposed Solution

## Revise Sections 6.6. – 6.8.

- Core Elements apply to all of Section 6
  - Just cause, retaliation, representation, scope, timelines
- Developed model that combines elements of Sections 6.6. Administrative Evaluation and 6.8. Internal Investigations
  - Aims to resolve complaints at the lowest level (immediate supervisor or HR)
  - Two-step process to
    - investigate complaints made against faculty
    - if complaint substantiated, to provide guidelines for recommended action
  - Incorporates principles of peer review by including administration and faculty in process

# Proposed Solution

## Revise Sections 6.6. – 6.8.

- Combining elements of Sections 6.6. and 6.8.
  - Requires participants to be appropriately trained in investigative best practices
  - Provides for fair and objective investigation
  - Provides guidelines as to appropriate recommended actions, if warranted
  - Includes appeal processes
- Unable to reach consensus on final policy language
- Negotiation will continue in 2017 – 2018
  - Also working with Common Pages on Instructional Grievances (6.7.)

# RESIDENTIAL FACULTY ACCOUNTABILITY AND OVERLOAD

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# The Problem

- Faculty working conditions have changed
  - Significant online/hybrid course delivery
  - Weekend and evening instruction
  - Technology allows for work to be completed off site
- RFP does not provide language for supervisors or faculty on how to accommodate modern working conditions



# Proposed Solution

- Better define what is accountability, provide guidelines for working remotely, and allows for appropriate time off for faculty working outside of hours of accountability (e.g., nights and/or weekends)
  - Definition of in residence
    - Available within reasonable amount of time
  - Cross reference to other sections of the RFP
    - Sections 5.4.1., 3.5., and 3.6.
  - Ability to meet professional responsibilities off campus
    - With approval of immediate supervisor and able to be meet “in residence”
  - Faculty who work during nights or weekends as part of base contract provided opportunity for flexible schedule

# Proposed Solution

- Adjustment of contract days (from 195 to 196)
  - Allows longer Winter Break (full 3 weeks)
  - Allows for academic calendar to move a Day of Accountability from January to August to accommodate mandatory New Faculty Orientation and Benefits Enrollment and other professional development activities
  - No additional working days
  - No change in compensation
- Negotiations will continue to define appropriate compensation for activities that are in addition to base accountability (e.g., Appendix C) during 2017 - 2018

# FACULTY SUPERVISION AND COMPENSATION

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# The Problem

- Current supervision/leadership roles and compensation structure did not provide sufficient flexibility for colleges
- Perceptions of inequities between colleges and even within different departments at the same college
- Lack of guidance on how supervision compensation is to be distributed among those performing supervision work

# Identified Interests

- Ensure the pay follows the work
- Allow flexibility in how divisions/departments organize – one size doesn't fit all
- Do not reduce the overall supervision pay budget
- Define additional supervision roles such as Assistant Chair or Academic Program Director
- Provide Chairs flexibility to reallocate supervision compensation to those who assist the Chair in supervisory and other leadership work

# Identified Roles and Duties

- Roles
  - Chair Supervision  
Chair, Assistant Chair
  - Non-Chair Supervision  
Occupational Program Director, Academic Program Director, Service Faculty Director, Lab Technician
  - Non-Chair/Non-Supervision  
Lead Faculty, Course Coordinator, Clinical Coordinator, Adjunct Faculty Evaluator
- Negotiation on remuneration models will continue in 2017 – 2018
- Anticipated implementation Fall 2018

**RFP LANGUAGE  
REVISIONS  
CLARIFICATION,  
CONSISTENCY,  
CLEAN UP**

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# Clarification, Consistency, and Clean Up

- RFP §2.11. - change MAT to "exempt non-Faculty (formerly MAT)"
- RFP §3.5. - clarification that appropriate VP "or designee" may sign FEP
- RFP §3.6.2. - clarification that instruction or "primary work activity" is documented in IDP
- RFP §3.6. - Reorganization of existing language to emphasize the purpose of PAR, followed by the way it will be documented. No new language is included
- RFP §3.15. - change name of "retraining sabbatical" to "restraintment leave"
- RFP §6.3. - add "or written" to first informal step of grievance or RoC, add "adverse employment conditions" to RoC
- Release Time - change remaining "release" time to "reassign" time



**QUESTIONS?**

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