I. Call to Order

II. Announcements
- Next APC meeting: June 13th - 8:30 a.m.-10:30 a.m. (Zoom)
- Speakers in June: Brandon Bernier (Vice President for Information Technology)
- Reminder: End-of-the-year reports for standing committee
- Huge congratulations to our Recognition Committee for an outstanding AP Appreciation Event

III. Speakers for May
- Kathleen Fairfax (Vice Provost for International Affairs)
  i. Excited to be here within APC and share the work that APC has done over the last few years.
  ii. Discussing the structure of the unit
    1. Kathleen reports directly to the provost, Mary Pederson.
    2. There are 5 main units in this area:
       a. Fee Driven Areas
          i. Education Abroad
          ii. International Students and Scholars
          iii. The Programs for Learning Academic and Community English
       b. Non- Fee Drive Areas
          i. International Enrollment Center
          ii. Strategic and Academic Initiatives
    3. Most of these areas are Administrative Professionals with a few State Classified individuals spread throughout the offices.
    4. Questions
       a. Are there potential resources for academic programs if they want to work towards recruiting international students to our programs?
          i. The International Enrollment Center will be able to help out with this. They have a team who can work with looking at previous numbers, social media marketing, and then working with a recruitment and enrollment manager as well.
       b. How have you taken the information from the Campus Climate survey and how might you plan to address the data provided in the year ahead?
          i. We were anxiously awaiting these results, and in looking at OIP results and then campus wide results. There were a couple declines in areas that were concerning to Kathleen and these mirrored what were campus wide as well. Talking with leadership team and deciding on the ways in which they can work to address these concerns. This includes hiring and outside consultant who can come in and talk with...
individuals. Want to drill down further into the larger areas and get more specific about what the issues are. Also conducting a weekly pulse survey to have more real-time data and put out weekly updates as well.

1. Trust of leadership
2. Lack of communication
3. Favoritism
4. Bullying

ii. There were also some areas where we excelled and these were very rewarding to see. We have an implemented a DEI steering structure with a variety of different committees for on-boarding, recruiting, hiring, and retaining diverse staff members.

c. In regards to recruitment, what are the top countries that are sending students to CSU/the United States?
   i. China is no longer on the top of the list, especially for undergraduate students. India is the top sender of students for both graduate and undergraduate students. Some of the other top countries are Iran and Kuwait for sponsored students. Besides this, Uzbekistan is sponsoring quite a few students to study in the US. We are focusing our recruitment efforts on Brazil for things such as sustainability. Southeast Asia are also very important to us, Korea, Taiwan, Indonesia, Malaysian, Vietnam.

d. Do you know how conversations are held with students in the recruitment process about what it may mean to stay and continue working in the US post-graduation?
   i. We certainly have the conversation, but it really depends who is able to secure a visa post-graduation. Many students want to also get work experience when they are still obtaining their degree. International students who graduate get one-year post graduate to get a work visa. What we don’t do a good job of, is helping students understand where they can find a job post-graduation. One year is hardly enough time to actually obtain the visa, so students are a bit restricted in what they can find.

e. Finding housing can be a bit harder to find for international students, are there resources that CSU provides to these students?
   i. We don’t provide enough support in this area, because the market is so wild in Fort Collins. Undergraduate students, we are able to connect to University Housing and find a place for them to stay while they are here. Transfer students are a bit more difficult, there are some spaces held within University Housing. We do refer folks to apartment life and living. Students tend to help one another because they are understanding of the needs of students and can help one another more successfully. There is also the Fort Collins International
Center which is a volunteer program that will allow folks a place for students to stay with them until a lease starts.

- Robyn Fergus (Vice President for Human Resources)
  i. The University has made it a priority to improve how we categorize and reward administrative professional jobs.
    1. The Compensation Team started by studying:
      a. Our current approach to organizing AP jobs and determining pay
      b. Variation in AP job categorization and rewards across the university
      c. Role of internal salaries and external market information in setting pay levels and making individual pay decisions
      d. Staff mobility among colleges and administrative departments
      e. Perceptions of what works well and not so well in managing jobs and pay
      f. Potential for better balance between consistency and flexibility in AP job classification and compensation
    2. Through in-depth analysis, we learned that:
      a. Job and pay related processes can be complex, practices can be inconsistent with
      b. Broad job titles and job description variation complicate strategic planning
      c. Pay practice could be better aligned to organizations with which we compete for talent
    3. From leaders and staff across the University we heard:
      a. Managers expect both standardization and flexibility
      b. Staff are looking for a clear picture of career and job progression and more transparency in how pay is determined
      c. HR guidance and assistance is critical to successfully maintain any new approach to job classification and compensation
    4. With support from University leadership and the community, we’re moving forward with improving job classification and compensation management.
    5. Within our current career framework, we organize CSU jobs in two ways:
      a. Career tracks and job levels
        i. Placing jobs into different levels based on the scope, impact, and intellectual demands of the jobs
          1. Focus on the level of work
      b. Job Families
        i. Grouping jobs together based on the nature of the work and type of expertise required in the jobs
          1. Focus on the nature of work
      c. Together these elements help define career paths for our employees and maintain accurate distinctions among our jobs
    6. AP Classification and Compensation Framework
      a. Consistency in how AP Jobs are organized into job families and pay is administered

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b. Clarity in how jobs related to each other in terms of responsibility, scope, and complexity

c. Simplicity and transparency to improve understanding of development opportunities and career paths

d. This will lead to:
   i. Enabling common understanding of AP jobs
   ii. Supports internal pay equity and external competitiveness
   iii. Ensures legal compliance
   iv. Facilitates talent mobility

e. Through consistency, transparency, and shared responsibility we will be better equipped to retain and attract talented staff to lead us into the future.

7. How We Build and Maintain the Framework
   a. Classification and compensation philosophy and strategy
      i. Job analysis – what each job does
      ii. Job evaluation – what are AP jobs “worth” at CSU?
      iii. Job documentation – written job descriptions
      iv. Market data – what does the external market pay?
   b. These lead into Pay structure (pay bands and ranges) which leads to Pay delivery (increases and promotions)
   c. Consistent throughout these processes are ongoing communication and engagement

8. Key Decision Points
   a. Job documentation – select simple, consistent job documentation format for all AP jobs. Determine accuracy and relevance of existing job documentation and need to update/supplement/add content
   b. Job family framework – define the appropriate career job architecture and grade/band structure for AP jobs. Identify desired titling nomenclature.
   c. Job classification – select a valid, defensible, comprehensive, and relevant set of criteria to apply to all AP jobs to facilitate internal value comparisons.
   d. Market analysis – (SALX 2022 and Job Mapping) define the appropriate labor market comparators for AP jobs and determine the optimal number of market benchmarks.
   e. Salary structure development – determine the desired within grade/band infrastructure
   f. Impact analysis – define a cost-effective transition strategy for impacted incumbents
   g. Approvals – determine the degree of participation in the design process and socialization of work-in-progress.

9. Context for employee mapping
   a. Analyze CSU jobs
   b. Develop CSU Career Framework
   c. Place CSU Jobs in Career Framework
   d. Validate job placement in Framework, place employees in the Framework

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e. Finalize Salary Ranges
f. Accurate Employee Mapping will make certain that each employee is positioned appropriately within the career framework
g. Accurate mapping is a critical part of ensuring competitive pay for our talented employees – because our new market-competitive salary ranges will be based on how our employees’ duties compare to similar jobs in our market and what other organizations pay for those jobs.

10. Mapping steps
   a. Familiarize yourself with the career framework
   b. Review where your jobs sit within the career framework
      i. Confirm that your jobs are place correctly
         1. The relative levels of different jobs make sense
         2. The resulting career paths make sense
   c. Determine where your employees fit into the career framework – “map” them to jobs
   d. Determine appropriate working titles for your employees
      i. Are your jobs placed in the right job levels?
      ii. Do the career paths for your jobs look right?
      iii. Is the employee placed correctly relative to other employees/jobs
      iv. If you make a change to an employee’s placement how does that affect your other employees?

11. CSU’s Career Framework
   a. Technical/Support
      i. Technical/Support III
      ii. Technical/Support II
      iii. Technical/Support I
   b. Professional/Individual Contributor
      i. Professional V
      ii. Professional IV
      iii. Professional III
      iv. Professional II
      v. Professional I
   c. Management
      i. Senior Manager II
      ii. Senior Manager I
      iii. Manager II
      iv. Manager I
      v. Supervisor II
      vi. Supervisor I
   d. Job Families
      i. Academic Services
      ii. Administrative Services
      iii. Athletics
      iv. Bio Pharma
v. Business Services  
vi. Communication  
vii. Development  
viii. Extension  
ix. Executive  
x. Finance and Accounting  
xi. Health and Safety  
xii. Healthcare  
xD. Hospitality  
xiv. Human Resources  
xv. Information Technology  
xvi. Natural Resources  
xvii. Physical Infrastructure  
xviii. Research Services  
xix. Student Services  
xx. Veterinary Sciences  

12. Questions  
   a. We’ve been waiting to update position descriptions to correspond with the recent pay increase, but can’t because of the position classification correction stall within TMS. Are all AP position description updates on hold?  
      i. No, they are not. If you want to message me offline about something in the queue, I am happy to take a look at it.  
   b. I am curious which markets are being used for salary comparisons? Is there intentionality around looking at markets with a similar cost of living?  
      i. Yes there is a special lens being given to this. AON consulting is looking at a national lens. WE are not unaware of the market and the salary surveys that we use are mindful of both higher education and non-education markets.  
   c. Is it the intention that everyone gets reclassified into the new framework?  
      i. There are many roles or positions that will not need to be reclassified. There are some that need to be mapped into one of the new categories because their existing work fits within one of the new categories. If someone will be impacted, there will be opportunities for dialogue.  
   d. With the turn over that we have been seeing in departments, a lot of individuals have been asked to take on additional responsibilities for the same level of compensation. A lot of people are voicing their frustrations around receiving supplemental pay. What is the University doing to help folks who have taken on additional responsibilities?  
      i. If these are long-term changes to your job description, supplemental pay would not be appropriate, but re-upping your job description, a good rule of thumb is that if 20-30% of your job has changed, it is a good time to review it. If things are shorter term in nature, the employee and the manager should be having these conversations. If
applicable your local HR manager should also be consulted in these conversations.

e. A leave bank for APs similar to State Classified Staff has been discussed several times. Is someone looking into this, and if not, what would be the process to get this started?
   i. We have investigated this several times, but we have found there were some complications that would prevent it from being reached. It would also not be used in looking at what people’s current bank levels were. If there is still a desire to look into this, Robyn is happy to do so.

f. What will be the process for promoting employees to a higher position level, if many employees have not had their position benchmarked for many years?
   i. If the position is going to be reclassified, the job description needs to be updated and submitted for review.

g. Can people be negatively impacted into the review (slotted into a lower classified position), and is there a potential to hit a ceiling?
   i. Decisions about the governance model will be made in the upcoming phases of the project. At this point, we are not looking at “downgrading” anyone’s position description? This is based upon the duties of the role as opposed to the person in the role.

h. Is there documentation we can provide that explains what each classification level is or they work they do?
   i. Yes, these are also all currently on our [website](#).

i. How do we as AP council work with HR as a central unit?
   i. Sarah – we meet monthly with Robyn to bring forward ideas and concerns that come through APC. AP Experience committee with a name change to AP Advocacy still has similar roles and responsibilities of advocacy to HR or working with Exec to do so.
   ii. Robyn – if you would like me or someone from the HR team to join your meeting spaces, let us know, we are happy to partner!

j. What is the timeline for the framework roll out?
   i. We are still reworking out timeline a little bit. Because of the SalEx that is occurring, we excited about this, but it has pushed the timeline back a bit more. We are able to go a bit deeper with the mapping exercise and then hope to have a roll out in the fall, with an exact date to be determined.

k. Many of the HR people that I have talked to have shared that while early on in the process they felt included in the process, they currently feel as though they have been shut out. Will college or local HR have positional input on the process?
   i. We have been providing updates throughout the process. We will engage with our colleagues as well during the mapping process. The local HR roles with be crucial given that they have a better insight

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into what their individual units or departments look like and the needs there.

l. AP evaluations is another topic that comes up often. Can you share more updates in relation to this?
   i. We have some exciting news. We were just given two fellows, beginning in August these folks will help support us in diving into the conversation around AP evaluation. We have been provided a full-time resource/position. This position will hopefully start alongside the fellows in August.

m. Will employees have a chance to provide feedback in a timely way to impact change?
   i. That is certainly the goal within this process. If a change will impact an individual, we are hopeful to have the conversations with folks in a meaningful way.
   ii. We are also working on an educational campaign as well. This will occur during the next few phases of the process.

n. Is there a focus on retaining staff but promoting them to a higher classification? If so, what has CSU budgeted to enable these promotions?
   i. There must be a tie to an increase in scope or change in the work. This has to be justified in order for an increase in pay or promotions.

o. Some roles such as advising are full positions, an experienced advisor is a better advisor, will these roles be eligible for promotional opportunities?
   i. There is a path that has been created within the academic advisor trajectory. I do believe that experience and education are factors within this pathway.

p. Do you have any insight as to why people are leaving CSU in the great resignation?
   i. It is a combination of factors, seeking other roles, life changes, reevaluation of what people want to do within their professional careers.

q. Can you send the current status of the Framework so that APC can view this?
   i. We haven’t officially adopted it, but happy to share the recommendations that have been made.

r. Is the university updating the telecommuting policy to remove faculty?
   i. No awareness of this change.

s. Salary compression has been an issue. Are there any conversations around this issue and ways we can work to overcome this?
   i. Absolutely, part of which is defining what we feel compression is. Once we have a central salary structure, we can build a governance model of what is appropriate in differences in payment/salaries.

t. Is there a plan for addressing wage dispersion?
   i. We are not at this point in our project just yet. We will be looking at the market data and the governance structure that is ultimately adopted. This will be looking at comparable with like work.

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u. Have been there discussions around salary immersion (new employees getting higher pay than older employees)?
   i. Yes
v. Will factors be transparent?
   i. Yes they will be.

IV. Action Items & Discussion
   • Approval of April Meeting Minutes
     i. Approved
   • Vote – Standing Committee Descriptions for 2022-2023
     i. Tabled for June meeting
   • Vote – Secretary and Treasurer to no longer be area reps
     i. Discussion – we have talked about this within the Nominations and Elections Committee, we only have 5 at-large members, and that would fill 4 of those within Exec Team.
       1. It is challenging to do both roles and positions, this will allow the folks in these roles to support the executive team more, as opposed to working on a variety of different pieces. The next step would be to go to Nominations and Elections and talk about whether or not we would need to expand the number of At-Large positions within APC.
       2. Unsure why the executive team needs to be considered At-Large members. Could that potentially be a change that we make?
     ii. Approved
   • Discuss University Budget updates
     i. Tabled for June meeting

V. Speaker Discussion
   • Discussion of speakers
     i. Our division is looking at equity and merit based raises, I think there is a balance that needs to be struck with this, and should be institution wide, as opposed to just unit by unit. How will this be held going forward?
       1. Cost of living hasn’t been factored in across the board, and we are not sure why. Not sure that with SalEx that the equity issues will be addressed. There may be some inconsistency in how this applied.
     ii. Appreciation that Robyn is open and willing to answer any and all questions they have.

VI. Officer Reports
   • Chair
     i. No report due to time
   • Vice Chair
     i. No report due to time
   • Secretary
     i. No report
   • Treasurer
     i. No report due to time

VII. Standing Committee Reports

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• AP Advocacy
• Communications
• Equity and Social Justice
• Nominations & Elections
  i. Approval of the newly elected individuals
1.
• Policies and Procedures
• Recognition
• Service and Engagement

VIII. University Committee Reports
• Request to give Updates

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University Committees

- **Assessment Group for Diversity Issues (Kirsten Slaughter-Rice)**
- Campus Bicycle Advisory Committee (Catherine Douras)
- Classified Personnel Council (CPC) (Christie Mathews)
- CPC Leave Sharing Committee (confidential)
- Commission on Diversity and Inclusion (Karin Bright)
- Commitment to Campus (C2C) Advisory Committee (Matt Klein)
- Eddy/Kuder Scholarship Selection Committee (Brett Eppich Beal)
- **Employee Appreciation Board (Kirsten Slaughter-Rice)**
- Employee Hardship Loan Committee (confidential)
- Faculty Council – APC Representative (Sarah Olson)
- Faculty Council Committee on Strategic & Financial Planning (CoSFP) (Trish Torrez)
- Grievance Panel (a confidential pool of 21 APs who serve for 3-year terms)
- Housing Task Force (Christie Mathews)
- Multicultural Staff & Faculty Network Committee (Rickey Frierson)
- Parking Appeals Committee (Megan Boone and Farrah Bustamante)
- Parking Services Committee (Trish Torrez and Jess Drydahl)
- Physical Development Committee (Christie Mathews)
- President’s Council on Culture (Catherine Douras)
- President’s Sustainability Committee (Tammy Felton-Noyle)
- Professional Development Award Committee (Confidential)
- Social Norming Task Force (Shaun Case)
- University Benefits Committee (Chris Dorich, Trish Torrez, Julie Paolucci)
- University Sexual Harassment Panel (a confidential pool of 10 APs)

Ad Hoc Committees

- Research Associate Ad Hoc (Kacy Paul, Claire Chance, Chris Dorich, Sally Jones-Diamond, Heather Blair, Catherine Douras)

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