



December 14, 2021

Mark Richards
Provost and Executive Vice President
for Academic and Student Affairs

Re: UW Bothell FY22 Unit Adjustment Proposal

Dear Mark,

In response to your email invitation of November 2, 2021, I submit this proposal to use Bothell funds to fund unit adjustments as per provisions of EO64 for a small group of full-time faculty. These faculty members have contributed significantly to the “quality and standing of our campus” but their “salaries are inconsistent with other faculty whose accomplishments and career stages are comparable.”

The proposed adjustments to address these differentials were developed after meaningful deliberations stretching over several months with elected faculty councils at the campus level. The campus councils, in turn, consulted with elected faculty councils at our schools and with our entire faculty as a whole. In addition, the deans of our five schools provided independent, thoughtful input. There was a strong consensus among all these advisory bodies that unit adjustments are necessary to correct existing salary inequities as envisaged in EO64, and to maintain faculty morale in a difficult operating environment. They also recommended that the campus submit a single proposal covering all five Schools at Bothell.

Based on their recommendations, we are proposing a unit adjustment that would require us to expend approximately \$106,000 plus benefits annually to adjust the salaries of 27 full-time faculty. This commitment would be paid out of our permanent funds and would continue until the faculty separate from Bothell through retirements or departures. To put our proposal in context, \$106,000 is about 0.4% of our total faculty compensation pool of approximately \$24 million, and about 0.1% of our total GOF funds of approximately \$80 million in FY22.

Before proposing this pool, we considered the potential impact of the performance-based unit adjustment pool that may come into effect in FY24 for professors and teaching professors. Preliminary indications from OPB are that this FY24 initiative may cost \$70,000 for our campus. Taken together, the total cost of both pools would be around 0.7% of our total faculty compensation pool in FY24.

UWB operating budgets have been fundamentally stable in the last two biennia and we have been able to carryover unused funds, both in our academic units and administrative units. While we are constantly on the watch for funding imbalances arising from uncertain student enrollments, increasing benefit loads and inflationary pressures on operational costs, we are confident that the FY22 unit adjustment proposal and the potential FY24 proposal would be a fiscally sustainable charge on the campus budget in the long-term.

[Unit adjustment plan at UW Bothell](#)

Over the last three biennia, many UW Schools, Colleges and campuses have applied for and received permission to offer multiple rounds of unit adjustments to their faculty through a combination of local and central funds. We understand that UW Bothell did not participate in the initial rounds in FY16 through FY18 (a sore point with our faculty), but, in FY19, we sought and received permission to use \$139,000 of local funds to offer salary adjustments.

In FY20, the campus declined another opportunity to participate in the unit adjustment process offered by the Provost. At that time, the final budget allocations for our schools had not been determined since we were in the midst of implementing a new (RCM) budget allocation model. In addition, the very short timeline between the call for proposals and the submission deadline did not allow for adequate consultation with deans, elected faculty councils and faculty. While the rationale for passing up the FY20 opportunity was clear, it was a disappointment to our faculty. They and the deans requested that future timelines for a unit adjustment proposal allow for adequate opportunity to assess budgetary trade-offs and to follow governance processes. About a year ago, in anticipation of the next round of unit adjustments, our Campus Council on Planning and Budgeting (CCPB) started discussions on the approaches to analyzing salary inequities. Besides rank and years of service, they wanted the analysis to consider factors such as race, gender, age, disability status and time served in parallel positions at other institutions that may lead to inequities. They were unhappy that some of this demographic data was not available at the campus level and urged us to acquire that data so that it could be considered in future analysis. Having said that, the CCPB worked with our Office of Institutional Research (OIR) on ways of measuring salary inconsistencies among faculty whose accomplishments and career stages are comparable, and to do so with an equity lens.

Since we recruit from multiple academic markets, it is a fact that there are significant differences among faculty salaries in our five Schools, and even within a School, there are differences by division/discipline. There are also long-standing differences between tenure-track and teaching track faculty. Additionally, market salaries have grown at faster rates than our internal faculty compensation leading to inequitable situations where faculty hired later are advantaged over faculty hired earlier, despite similar rank and accomplishment.

To address these vexing issues, CCPB and OIR developed multiple approaches to measuring salary inequities and evaluated the pros and cons of each approach as well as the financial implications. Following their own evaluation, CCPB invited input from elected faculty councils within the Schools and also polled the faculty on these approaches through an online survey. Similarly, the Deans were also requested to provide their input on these approaches. While there were differing opinions on the multiple approaches, both the campus councils (CCPB and the Executive Council) and the Deans coalesced around supporting the measurement approach described below:

- ❑ Start with a list of full-time faculty, their current (tenure or teaching) track, rank, salary, School and where applicable, discipline.
- ❑ For each School/track/discipline, identify the starting salary and the year of hire for the junior most hire.
- ❑ For each faculty member, compute their imputed 'starting' salary based on the junior most hire, i.e., deflate the starting salary of the junior most hire to each faculty member's starting year using the CPI-U index for the Seattle-Tacoma-Bellevue area.
- ❑ Assume this imputed 'starting' salary grew at 2% per year and 10% per promotion; that would be the faculty member's current 'target' salary.
- ❑ The difference between this 'target' salary and the actual current salary represents the salary inequity that should be addressed through unit adjustment.

Our computations for this approach show that there are 43 cases where this inequity exists. Of these 43 cases, 27 are tenure-track faculty and 16 are teaching-track faculty.

Salary adjustments, if any, under the method described above will be limited to eligible faculty who have been determined to be meritorious in the 2020-21 academic year and have not had a retention adjustment since January 1, 2021. In addition to meeting these eligibility requirements, we will ensure that adjustments will be a minimum of 2% and a maximum of 10% of the faculty member's full-time monthly base salary. Adjustments will also be capped at \$1,000 per month, to ensure equitable distribution of our limited funds. After we apply these

limits, the total number of faculty eligible for FY22 salary adjustment drops to 27 (14 tenure-track and 13 teaching-track), and the total funding required amounts to \$106,000. If this proposal is approved, our computations will be vetted once again, line by line, before any adjustments are announced and offered in April 2022.

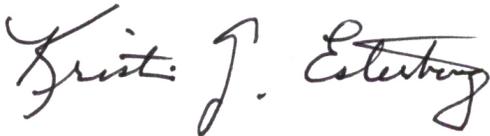
Consultations with faculty councils and executive leadership

As described above, our campus faculty councils have been actively involved in the whole process. While endorsing their support for this proposal, our GFO leaders expressed strongly their concern for the campus to consider and address multiple sources of salary inequity, with unit adjustments one tool in a more comprehensive approach to equitable compensation. GFO leaders have specifically asked that demographic data on race, gender, age or disability status be used in any analysis of salary equity in the future.

This proposal also has the support of our Deans who write, “we wish to emphasize the importance of this to our faculty colleagues. The pandemic has amplified a crisis of belonging for faculty, as well as created awareness of the systemic inequities that must be addressed in order for us to move forward as a community.” The deans reiterated the importance of an equity framework and a more comprehensive approach to faculty compensation.

Based on this support, we are pleased to submit this UWB unit adjustment proposal to use \$106,000 of our local funds in FY22 and beyond to address salary inequities as allowed under EO64. Please let us know if we can provide more information.

Sincerely,

A handwritten signature in black ink that reads "Kristin J. Esterberg". The signature is written in a cursive style with a large initial 'K' and 'E'.

Kristin g. Esterberg, PhD
Chancellor and Professor of Sociology

cc: Cheryl Cameron, Vice Provost for Academic Personnel
Sharon A. Jones, Vice Chancellor for Academic Affairs, UW Bothell
Gowri Shankar, Vice Chancellor for Planning & Administration, UW Bothell
Sarah Norris Hall, Vice Provost for Planning and Budgeting