Campus Council on Planning and Budget Meeting
Apr 13, 2022, 11am – 12:30pm, via Zoom

Present: Keith Nitta (chair), Jason Naranjo, Shauna Carlisle, P.K. Sen, Peter Brooks, Stefanie Iverson Cabral, Mike Stiber,

Approval of Minutes
• Minutes approved

Unit Adjustment Implementation Subcommittee Update
Shauna Carlisle, EC Chair
• Feb 25, memo sent from Carlisle and Nitta to Vice Chancellor of Planning and Administration (VCPA) requesting delay of unit adjustment implementation
• Mar 21, VCPA responded and provided additional info requested (spreadsheet including starting salaries) but cautioned that data is soft and not reliable
• Subcommittee decided to not update year information and, instead, to just verify that calculation for average starting salary is accurate
  o Subcommittee has not yet run data provided on Mar 21 because of it being deemed unreliable but will do so now to check the calculations themselves to ensure they work

DISCUSSION
• Salaries are 90% of budget and yet data received is soft? That is a much bigger question and issue than unit adjustment. This work cannot be done properly when given inaccurate data
  o Will move forward with unit adjustment and address reliable data issue separately
  o Nitta will invite VCPA to CCPB meeting to discuss data accuracy issue and also RCM
    ▪ More than an implementation question, it is a methodological and policy question
      • Not a methodological error but a choice that people didn’t agree on
    ▪ CCPB needs to show VCPA work of subcommittee, problems that have been revealed, and give advisory input on record. CCPB can’t do more than that but absolutely should do that

What are schools currently doing to advance salary equity?
• STEM: Difficult to gather info due to divisionalized nature of STEM and there being no formalized way for GFO reps to connect with STEM EFC. Was able to identify the following efforts:
  o STEM DEI committee (5 STEM faculty) conducted faculty salary equity study in Dec 2021 and results were distributed. Raises questions and ideas for future analysis. Help determine what data to ask for. Based on info available which is limited. Good guide.
    ▪ Nothing has happened with report
    ▪ Stiber asked to confirm with EFC Chair if report can be disseminated and will find out how the report is being implemented and if more action is happening with it
  o A question coming out of unit adjustment is whether this work should happen at school or campus level, based on report, it looks like STEM is already moving forward at school level
    ▪ Smaller schools don’t have faculty available to do this work
GFO/CCPB Next Steps on Salary Equity?

- What should be included in summary report to pass on to next CCPB
  - STEM DEI report for guide
  - Summary of unit adjustment work for reference
    - Recommendation for calculations, variables in model, revisit assumptions made for unit adjustment calculations, demographic data next steps, etc.
    - What do we expect from committee to keep continuity?
  - Unit adjustments result from not doing things correctly in the first place so what can we recommend so that things get done right the first time?
    - Should Deans have to justify starting salary? Should EFCs be consulted?
    - STEM DEI council report recommends thinking about how starting salaries are set
    - Need to consider policy guidance to ensure people have good/even starting pay
    - Need to define “equitable”. Example: someone coming in with 1-year experience vs. 10 years’ experience, should they start at same salary?
    - Some faculty are starting at low salary because they are desperate to come here, that doesn’t reflect UWB values
    - Advantages those who are better able to negotiate and have a sense of power
  - Need to consider inequities to help inform conversations about compensation
    - Cost and time accounting of asks of faculty of color (Examples: asked to work with students of color, asked to sit on panel of faculty of color)
    - Consider university’s changes in diversity over time, getting better or worse?
    - Need to watch out for incongruence between what is expected and what is being asked, especially of junior faculty
  - VCAA working on how to compensate faculty for non-credit producing teaching or service. It looks like it will be a reward with an application process
    - A reward is not compensation, it is recognition. Overload is labor and needs to be compensated. Everyone needs to be compensated in the same way for labor.
    - VCAA has given direction to Deans around overload and uncompensated labor
  - Where/how labor rights are defined for faculty is a central issue
    - Some institutions have faculty governance and some are unionized

Nitta summarized that there are 3 things to pass along for CCPB consistency:
- Memo summarizing unit adjustment work
- Update on getting demographic data from OE/HR
- Thoughts about initial salary, faculty oversight and participation in setting starting salaries

RCM Questions/Issues
- Nitta shared initial list of questions for VCPAs visit to CCPB and asked for further suggestions:
  - What is going on with 30% going to central services? How is that tracked? Allocated? Is it helping us to meet our goals as a campus?
    - Notion of a percentage allocation for a fixed cost is poor design. Should be dollar cap instead. Get the amount you need for what you do, the rest returned to RCM. Can be increased if shown to be needed.
- No faculty oversight of that 30%
- Size of pool does not make sense
  - How do schools think RCM is working? Do faculty believe RCM budget model is working in interest of moving school's goals forward?
  - Correct budgetary tool/method to deliver institution's educational and scholarly mission?
  - Need to revisit the per student cost assumption. Now, every undergraduate student is worth the same allocation, regardless of major because it was considered too complicated to give differential weight based on major. Should we question this?
    - Yes, it costs different schools different amounts to educate students (SES and SNHS for example), so need to consider an RCM allocation based on school or program or major
  - Some concern about 5% that goes to Minors and Majors as an incentive for schools to have students graduate from their schools
  - RCM is a cost recovery model of revenue which UWB does not have. UWB is a fixed revenue model, decided based on legislation. UWB is forced by legislation to charge uniform tuition but our costs are very different, the causes major problem with matching costs with revenue.
  - Part time vs. full time faculty ratio and tenure vs. teaching track ratio determined by accreditation. No flexibility and yet cannot charge higher tuition. Difficult for all.

Nitta summarized that questions for VCPA will be framed as a review of RCM, with specific questions provided. Will discuss process updates and oversight as well.

**GFO Budget Update**
Keith Nitta, CCPB Chair and Dawn Moncalieri, GFO Program Coordinator

Last year, GFO returned budget overage (caused by years of schools not fully claiming GFO course releases) and requested a permanent increase in GFO budget to cover cost of additional course releases for EFC chairs. Overage was taken back but budget was not increased so GFO is projected to be in deficit at the end of the biennium. GFO leadership is meeting with Chancellor to ask for budget increase. Assumption is that GFO request for increase was lost in the mix during the Chancellor transition last summer.

**12:30pm: Adjourn**

Minutes submitted by Dawn Moncalieri
Meeting ended at 12:30pm
The next CCPB meeting will be May 11, 11-12:30pm