

General Faculty Organization Autumn Meeting

Oct 28, 2021, 2-3pm via Zoom

Present: Jason Naranjo (chair), Shauna Carlisle, Keith Nitta, Adrian Sinkler, Alaron Lewis, Amaranth Borsuk, Andrew Abian, Camelia Bejan, Ceri Nishihara, Gowri Shankar, Jamie Shirley, Jason Daniel-Ulloa, Jong Yoon, Kristin Esterberg, Lenina Arenas-Fuentes, Leslie Cornick, Mark Kochanski, Meghan Eagen-Torkko, MH Redsteer, Min Chen, Min Tang, Maria Lamarca Anderson, P.V. 'Sundar' Balakrishnan, Paola Rodriguez Hidalgo, Rajib Doogar, Sandeep Krishnamurthy, Sharon A Jones, Stefanie Iverson Cabral, Tyson Marsh

Welcome and Announcements/Updates

Naranjo welcomed everyone, introduced himself and GFO leadership, and welcomed the Chancellor and VCAA. Naranjo stated the purpose of the meeting was to gather input on how unit adjustment funds should be used to cover a portion of faculty salary compression. He then turned the meeting over to GFO VC Carlisle and GFO Past Chair Nitta to provide further context.

Discussion on UWB Unit Adjustment

Shauna Carlisle, GFO VC and Keith Nitta, GFO Past Chair

- UWB needs to provide a way forward to UW Provost (by Nov 22) for using unit adjustment funds to account for compression issues.
 - GFO has been requesting demographic data in order to conduct faculty salary analysis for some time but has yet to received it
 - UWB can decide to move forward in this first phase so that most people will receive some sort of adjustment or wait for demographic data in order to move forward with equity issues considered.
- Unit adjustment is one of 4 ways faculty get raises, other ways: promotion, merit, competitive offer
 - Intended to create more equity across salaries of faculty, measuring equity through compression or inversion
 - Inversion is when someone of higher rank is paid less than someone of lower rank
 - Compression is when someone who has more seniority/time is paid less than someone who is newer
- GFO Executive Council and Campus Council on Planning & Budget provided following feedback:
 - Faculty want and need demographic data in order to do true equity analysis.
 - Parameters of unit adjustment frustrating, limited, and only a band aid on a big problem
 - Lot of concerns around methodology used to calculate target salary and ideas about how to calculate it differently: Shortcomings of formulas identified:
 - Lacks demographic data
 - Uses nominal wages instead of actual wages
 - Fails to account for time in rank in previous institutions
 - Problems with analyzing small comparison groups
 - Problems with how comparison groups were set
- IR report identifies 3 possible options for distributing the limited funding:
 - **A.** Focus on those in most need
 - **B.** Reach as many people as possible

- C. Combination of A and B (50% to those most in need, 50% spread over as many as possible)
- Individual faculty want to know their own salary compression data before making any decisions

Naranjo opened the meeting for discussion:

DISCUSSION:

- Serious issues with model being proposed:
 - Model sets equal monetary amounts at different points in time. One dollar today is not the same value as one dollar 20 ago. Making the two parts equal perpetuates inequities.
 - Model will continue to show that everyone is compressed as long as we keep hiring
 - There is a formula fix, will discuss later in meeting
- Concern about penalty for faculty who have been at the university a long time
- Institutional Research has done a commendable job on developing model. Agreeing that a model is exactly right will not happen
 - This is just a start. To correct compression problem completely, an endowment would be needed
- Need to establish process for addressing problem on an ongoing basis, not just when infrequent unit adjustments arise. Limitations of the data and short timeframe make it difficult to divvy the funding up
 - Could use funds as a band aid this time while also working to find ways to prevent compression from occurring in the future.
- UWB previously lost an opportunity for a unit adjustment due to not being able to reach a general agreement on a way forward. It is a hard decision, especially when complete data and information is not made available, but we don't want to lose another opportunity.
 - GFO leadership has and will continue to work toward gaining access to demographic data
- Need to move forward so as to not miss an opportunity to try to equalize some of the problem but need to ensure we actually go back/continue to address the problem
- Seems disingenuous for UW to strongly promote equity while offering such an inadequate amount of funding to address faculty salary equity issues
- 2-phase process; Phase 1: find a way forward before Nov 22 deadline. Phase 2: also work simultaneously to identify other ways of calculating prior to next unit adjustment
 - There is a simple fix to the formula that would take less than an hour to implement
- Previous unit adjustment excluded assistant professors, GFO's suggestion to the Chancellor and VC that they be included in this analysis was accepted
- No matter what model is chosen, we are still lacking key demographic information that would tell the nature of salary equity across key markers of human demography (race, gender, disability status, age) to help us identify the systemic problems we know are there
 - Chancellor and VC are dedicated to helping UWB get demographic data
- Regarding 4 mechanisms for pay increases for faculty: promotions (limited across a career), merit pay (underfunded, not kept up with inflation, no significant budget), competitive renegotiations (inequitable), unit adjustments (limited resources do not address actual issues)

- Need to use any additional funding to address this structural and systemic problems, this needs to be a continuous process, not just every few years
- Study of demographic data is needed but maybe not right now. If compression is corrected, the inequities will correct
 - Strong argument that we don't need demographic data as long as compression is addressed but there is concern that biased decisions without even realizing it
- If forced to use existing formula, would any of the 3 distribution scenarios mitigate the errors of that formula?
 - Yes, scenario 1 would mitigate to some extent because there would be equal distribution. The target salaries in the current model are inflated too much and they are inflated more the longer you've been here. If we are interested in equity, this model is not the way to go. Need to factor in different costs of living and acknowledge that current model claims that the senior professor deserves to be paid above and beyond the market. It claims that unless a professor has been paid 2% above market rate, that prof is being compressed. Junior faculty are not guaranteed 2% salary growth. The model can be very easily fixed.
 - IR will work with Business faculty to implement new formula

Naranjo invited the Chancellor and Vice Chancellors to add to discussion

- Chancellor Esterberg thanked everyone for the thoughtful commentary and recognized the important and complicated nature of the topic, expressed willingness to partner to ensure access to the data needed to fully understand salary equity issues at UWB, and ensured that she will keep equity at the forefront as we await guidance from the Provost's office.

Naranjo gave an opportunity for any final comments and encouraged anyone with questions, feedback, concerns to reach out to GFO leadership directly. Any issues that require broader conversation and deliberation can be brought to an Executive Council meeting.

Nitta added that he has heard the call for continuous and systematic effort on this issue and, as the Chair of the Campus Council on Planning & Budget, he is dedicated to ensuring that UWB will be in a better place by next unit adjustment.

3:00pm: Adjourn

Minutes submitted by Dawn Moncalieri

Meeting adjourned at 3:00pm

GFO Winter Meeting: Jan 27 2-3pm