

## Unit Adjustments Report from Faculty Assembly Chair 2022-23

**Background:** In academic year 2021-22, Faculty Assembly chair, initiated discussions on unit adjustments to address salary compression established by the Faculty Code 24-71(B2) and elaborated by Executive Order (EO) 64, the unit adjustment process allows UW colleges, schools, and campuses to address “compression or inversion and inconsistencies in salaries among individual faculty members within a unit whose accomplishments and career stages are comparable. Such authorization should be informed by an assessment of market gaps and availability of funds by deans and chancellors in consultation with the elected faculty council and unit leadership.” Chancellors will consult with elected faculty leaders to decide if the campus will participate in the unit adjustment process, the pool of money that can be allocated, and the distribution proposals for salary increases. FA Chair and Vice Chair met with the Chancellor and VCFA of UW Tacoma regarding the unit adjustment process upon which an amount of \$100,000 was made available to address compression. UW Bothell has developed a process for this which can be found at <https://www.uwb.edu/getattachment/gfo/documents/21-1214-UW-Bothell-Unit-Adjustment-Memo.pdf?lang=en-US>

**Task:** Create a procedure for how to address salary compression.

### Timeline:

1. Consulted with UW Bothell and UW Tacoma administration on using UW Bothell model
2. Discussed model with Ad hoc budget committee members on Oct 27<sup>th</sup> 2022
3. Procedure or model ([Unit Adjustments Introduction & Discussion.pptx](#)) presented to EC on Nov 4<sup>th</sup>
4. Procedure reviewed by Chancellor and EVCAA
5. FA Chair attended Senate Committee on Planning and Budgeting (SCPB) along with Chancellor and EVCAA on December 5<sup>th</sup> to present model
6. On preliminary number crunching by FA chair with the help of an ad hoc budget committee member revealed that UW Bothell model was quite complex to implement and wasn't addressing compression.
7. FA chair consulted with member of SCPB for an alternate model and implemented the model on the same data provided by Academic Human Resources (AHR)
8. FA chair met with interim VCFA, Directory of Faculty Affairs, EVCAA on Jan 24<sup>th</sup> 2023 and sent several emails prior to this meeting working with Directory of Faculty Affairs
9. FA chair consulted with Ad hoc budget committee on Jan 25<sup>th</sup> 2023 to present model and implementation
10. EC members will be presented with the information on Jan 31<sup>st</sup> 2023
11. Salary allocation decisions due to Seattle Feb 10<sup>th</sup>

**Data needed:** A list of all faculty and their salaries, rank, school, discipline

**Justification for model change:**

For unit adjustments, UW Tacoma campus submitted a proposal to SCPB using UW Bothell's model that has previously been implemented at UW Bothell. We since found out that the model is hard to implement, and the faculty assembly chair sought advice from a member of SCPB. The model details are below. The faculty assembly chair completed initial analysis and consulted with the ad hoc budget advisory committee of faculty assembly and provided the following new model to the EVCAA that addresses the compression for 29 faculty members that are in senior rank (Associate and Full) in tenure and teaching tracks.

#### **New Model:**

1. For each school and division (where applicable) and track, find the average salary for Assistant (Teaching) Professors
2. Calculate 10% for Associate (Teaching) Professor
3. Calculate 20% for Full (Teaching) Professor
4. For each Associate (Teaching) Professor and Full (Teaching) Professor, calculate the inequity based on the above values
5. Calculate the annual inequity amount
6. Check if this falls between the required 2% and 10% as required by the provost
7. If the amount of annual inequity is below 2%, don't address it this round.
8. If the amount of inequity is less than 3.4% address the actual. If it is over 3.4%, cap it to 3.4%

#### **Data Analysis:**

Preliminary calculations without discipline data resulted in the following analysis.

- 1) Addresses compression for 29 faculty members at associate (teaching) and full (teaching) professor ranks
- 2) SET, SOE, SWCJ schools have no compression
- 3) Here's the breakdown for the 29 faculty members that are compressed
  - a. 18 Associate Professors
  - b. 4 Professors
  - c. 6 Associate Teaching Professors
  - d. 1 Teaching Professor
- 4) 3.4% is used to make sure that we use the entire 100K offered by the Chancellor.

**Limitations of using this model:**

1. The lack of field of study areas for faculty in schools resulted in uneven compression across schools. The program and division data were only provided for SWCJ and SIAS respectively. This can still be addressed by the administration if the data becomes available or is made available
2. The model is ineffective for the schools or divisions where there are no assistant professors such as SIAS' SHS division or in schools where there are no assistant teaching professors. In this case, the calculation was 10% of Associate Professors average salary.
3. The model doesn't address compression across Assistant/Assistant Teaching Professors.
4. The model doesn't take it account years in position for each faculty member whose compression is addressed.

**Future Recommendations for Unit adjustments work:**

1. We need to be mindful of the time commitment of doing this kind of work. The offices of chancellor and academic affairs must provide staff support to complete the analysis and use the faculty assembly to advise on the model as the bylaws suggest.
2. All data regarding schools and disciplines and fields of study must be stored in a central location by Academic HR's office to avoid delays in doing data analysis.
3. Future adjustments should consider discipline data and equity based on demographics and adjusting current market rates for newly hired faculty to avoid visa issues.
4. Faculty assembly should consult with the office of planning and budgeting and/or senate committee on planning and budgeting to help with models early in the work.