

Dan Luchtel, Chair
University of Washington Faculty Senate
Remarks at November 29, 2007 Faculty Senate Meeting

Welcome. Compared to our last meeting, the length of our agenda is more reasonable and we should be able to finish our business in a timely fashion.

I would like to briefly update you on the faculty salary issue. You will also hear more from Gail Stygall, chair of the Senate Committee on Planning and Budgeting (SCPB).

Administrative offices have been helpful in working with SCPB by providing us with data about various aspects of the budget such as expenditures, tuition funds, indirect costs, and endowment funds. But it is one matter to have the data; it is another matter to formulate the right questions to ask of the data. And that is where we are at now, trying to formulate or frame the questions we want to ask in order to identify problems and then devise solutions. We have had a number of spirited discussions in SCPB, including notable input from Paul Hopkins of Chemistry. Those of you in Group 3 know him as your Group Rep.

As an example, here are a few of the questions we have discussed: #1) What fraction of the budget is spent on faculty salaries? Sub-questions of that question include: How does that fraction vary in the different Schools and Colleges? How does that fraction compare with the peer institutions that we compare ourselves with; that is, the Global Challenge Peer State Institutions, the OFM (Office of Financial Management) Peer Group, and the HECB Peer Institutions? If our goal is to increase on average salary per faculty member, what are our options? Can we increase the numerator—that is, salaries? Another option is to decrease the denominator—that is, the number of faculty. #2) How competitive are our salaries in the different Schools and Colleges with those in our peer institutions? #3) How can we address salary shortfalls for individuals who are long serving and have not benefited from one or more "extraordinary" raises, such as a retention offer or an administrative position? I will leave it to Gail to continue this discussion.

In another set of discussions, a developing theme is what I would call "Measures of Quality" of our Schools and Colleges. Maybe a better term is "Measures of Differences" as there are striking differences among our Schools and Colleges.

Here are just a few facts to illustrate the differences. Seventeen Schools and Colleges make up UW Seattle. At the departmental level, there are 128 departments: 116 at UWS, 7 at UWT, and 5 at UWB. Faculty counts in the academic units vary widely, even to the point where faculty counts in larger departments are higher than faculty counts in smaller schools: for example, there are 411 voting faculty in the Dept. of Medicine vs. 61 in the School of Law. More than 70% of all bachelor's degrees are earned in one College, the College of Arts & Sciences. Starting salaries, paid from the state budget, for new Assistant Professors this year varied from \$60,000 to \$140,000. Non-state supported salary supplements, such as those from UWP (University of Washington Physicians) in the School of Medicine, greatly increase the differentials.

Measures of Quality in our Schools and Colleges could include: #1) The number of tenure track faculty vs. non-tenure track (WOT) faculty, research faculty and lecturers in the Schools and Colleges. #2) What are the funding sources for the Schools and Colleges? The differences in funding sources for the different Schools or Colleges are striking. For example, the percentage of the budget based on state funds varies from 52% in the School of Law to 5% in the School of Public Health and Community Medicine. On the other hand, the percentage of the budget based on grant funds is 3% in the School of Law vs. 85% in the School of Public Health and Community Medicine. #3) How are indirect cost returns distributed in the Schools and Colleges? #4) What is the involvement of faculty in promotion/tenure decisions? In merit review? #5) How well do the various College Councils function?

For both faculty salary issues and measures of quality, it seems to me that it is virtually impossible to effect change in this university from the top down. Our administrative structure is too decentralized, our Schools and Colleges are too different from each other, both in terms of quantitative differences (for example, measures of size) and qualitative measures (that is, cultural differences and how things are done in the different units). It seems to me that the only way to effect change is to construct a matrix of "salary practices" and "measures of quality" as they exist in the various Schools and Colleges, to identify acute problems in the Schools and Colleges, and to then make this information as available and transparent as possible so that the administration and faculty can distill a set of "best practices" to implement change from the bottom up.

I would like to ask for your help in this effort by hearing from you if you feel you have budgetary expertise or have questions or know of problems concerning budgets or measures of quality. Just send an email to: senate@u.washington.edu.

Thank you. Are there any questions or comments?