

Minutes
Faculty Senate Meeting
Thursday, March 3, 2016, 2:30 p.m.
Savery Hall, Room 260

1. Call to Order and Approval of Agenda.

Chair Beauchamp called the meeting to order at 2:33 p.m. The agenda was approved.

2. Faculty Senate Chair's Remarks – Professor Norm Beauchamp. **[Exhibit A]**

Chair Beauchamp began the meeting with a quote from Desmond Tutu “Differences are not intended to separate, to alienate. We are different precisely in order to realize our need for one another.”

3. Reports and Opportunity for Questions.

- a. Report of the Secretary of the Faculty. **[Exhibit B]**
- b. Report of the Chair of the Senate on Planning and Budgeting. **[Exhibit C]**
- c. Report of the Faculty Legislative Representative. **[Exhibit D]**

JoAnn Taricani, FLR, gave remarks in addition to her written report. Two bills out of 220 affecting higher education have passed both chambers so far and ten are still alive. The Senate budget provided 3.5 million dollars towards the backfill. The general election will be important this year, as both chambers could switch majorities. Higher Education will be a major platform in the campaigns.

Chair Beauchamp gave an update on the timeline for the faculty regent bill and said the timeline will be posted on the Senate website. The Senate is also looking into a faculty legislative priority committee.

There were no questions for JoAnn.

Q: Is there an update on the HR/Payroll update?

A: Kate O’Neil, chair of SCPB, said that Kelli Trosvig, head of IT, reported to SCPB that the project has been delayed to fix some problems that have been uncovered. There is no specific new timetable available.

There were no further questions.

4. President's Remarks– Ana Mari Cauce.

President Cauce spoke about legislative activities in Olympia. The students have been working with the administration on securing the backfill for UW. There will be a little more money for the State Need Grant, but not the amount UW is hoping for. Cauce met with leaders of community and technical colleges and discussed working together to get full funding for the State Need Grant next year. She made it clear to community and technical colleges that UW wants to work with them and believes that community colleges are a good place to recruit more diverse students to the UW.

Cauce comment that it is important to recognize that the faculty salary policy (FSP) process has been long, but that is what democracy and shared governance looks like. FSP is a major change that affects every individual at the university.

Q: Is there a simpler way to achieve the goals of the FSP?

A: Cauce—She is concerned with how long the policy has become. If this passes, a companion piece will be written that goes to the intent of the policy. Like to find a way that simplifies tier adjustments and the ability to opt-in. Need to deal with the ambiguity. Do not want this to be divisive between the schools.

Q: Will you talk about the deal with Gonzaga?

A: Cauce--UW operates medical schools for Wyoming, Alaska, Montana, and Idaho through the WWAMI program. The partnership in Spokane had been with WSU, but with the creation of their medical school, UW needed a new partner and has now partnered with Gonzaga. One issue that needed to be resolved was assuring the adequate preparation for students in reproductive and end of life care; this has now been done.

Q: What is happening with the budget for WWAMI?

A: Cauce--At present the state budget did not provide adequately for WWAMI, while we believe this to be a mistake it has not yet been resolved. Our state's taxation system currently does not work and something needs to change to provide better funding for higher education.

Q: What administrative support will schools/departments get for the added load after FSP?

A: Cauce--Administrative costs will increase with the FSP by several million dollars. The amendments suggested by the President's office address some of these concerns and tries to ease the burden.

5. Requests for Information.

Summary of Executive Committee Actions and Upcoming Issues of February 22, 2016.

- a. Approve the January 11, 2016, Senate Executive Committee minutes.
- b. Approve the January 28, 2016, Faculty Senate minutes.
- c. Report of the Faculty Athletic Representative. **[Exhibit E]**

There were no questions.

6. Memorial Resolution.

Vice Chair Zoe Barsness presented the memorial resolution:

BE IT RESOLVED that the minutes of this meeting record the sorrow of the entire faculty upon its loss by death of these friends and colleagues:

Associate Professor Benita Beamon of Industrial Engineering, who died on November 29, 2014, after having served the university since 1999.

Professor Emeritus George Dawson Halsey Jr of Chemistry, who died on January 15, 2016, after having served the university since 1951.

Lecturer Philip Palm of UW Bothell Business, who died on January 13, 2016, after having served the university since 2006.

Senior Lecturer Donald (Don) Edward Parker of Medicine, who died on January 17, 2016, after having served the university since 1993.

The resolution was approved by a standing vote of the faculty.

7. Consent Agenda.

There was no consent agenda.

8. Announcements.

The University Faculty Lecture Award Selection Committee is being formed and the call for nominations has been sent to faculty. Nominations are due March 24. Please consider nominating a colleague. Nominations for Faculty Legislative Representative and Deputy Faculty Legislative Representative are also being accepted and are due March 14. Nominations should be sent to senate@uw.edu.

9. Unfinished Business.

There was no unfinished business.

10. New Business.

- a. Nomination of Candidates for 2016-2017 Faculty Senate Vice Chair.
Kurt Johnson, Professor, Rehabilitation Medicine; Thaisa Way, Associate Professor, Landscape Architecture.

Zoe Barsness presented the nominations from the Senate Executive committee, Kurt Johnson and Thaisa Way. The chair called for nominations from the floor. There were none. Nominations were closed.

b. 2016-2017 Faculty Senate Vice Chair Candidates' Presentations.

Kurt Johnson addressed the Faculty Senate in person. Since Thaisa Way is working from Rome this quarter, she submitted an audio recording of her remarks that was shown to the Senate.

In an attempt to make the process equitable for both candidates, senators were asked to send any questions to the candidates via email to secfac@uw.edu by noon Friday, March 4. After candidate presentations, Chair Beauchamp announced that audio from the candidate presentations would be posted on the Faculty Senate website and that the election would occur electronically within a week. Results would then be announced via e-mail following the election certification.

c. Class A legislation – First Consideration. **[Exhibit F]**

Senate Executive Committee

Title: Proposed amendment to Section 22-43, Eligibility for Election to the Senate.

Action: First review of proposed amendments to the Faculty Code to submit legislation to the faculty for approval or rejection.

Beauchamp reminded the Senate that revisions may be made to this legislation only within its first consideration by the Senate. Duane Storti spoke to his amendment and provided the rationale for this legislation. He believes that the proposal would provide a better balance between senators with experience and new members by increasing the term limit from two to three consecutive terms. FCFA chair Watts spoke, on behalf of the Council, in support of the amendment.

No further discussion. Motion passed.

d. Class A legislation – Second Consideration. **[Exhibit G]**

Title: Proposed amendments to the Faculty Code regarding conflict of interest.

Action: Conduct final review of legislation to submit to the faculty for approval or rejection.

Chair Beauchamp discussed the process for approving legislation on second consideration. The changes proposed by the President's office were reviewed. The legislation was approved by the Senate Executive Committee at its last meeting.

There were questions to the President:

Q: Why did the President not wish the language to remain as a footnote?

A: Cause--There is nothing in the added language that should be objectionable. She believes it offers important protection to students.

Killien explained the history of the text in the legislation. She urged the change of status of language from a Class C footnote to Class A legislation, despite disagreements about how much of the text should be included. Holt suggested that discussion of amendments was inappropriate.

The question was called and the alternate proposal, including the President's amendment, was approved to be sent to the faculty for vote.

e. Class A legislation – Second Consideration. **[Exhibit H]**

Title: Proposed amendments to the Faculty Code regarding faculty salary policy.

Action: Conduct final review of legislation to submit to the faculty for approval or rejection.

Chair Beauchamp explained the process for approving legislation on second consideration. Changes were proposed by the President's office since the first consideration by the Senate. That form of the legislation, termed the 'alternative proposal' was approved by the Senate Executive Committee at its last meeting and will be considered first by the Senate. If the alternative proposal is voted down, then the original proposal, in the form last seen by the Senate, will be voted on.

Lengthy discussion followed, that included votes on three motions.

The first motion, made by Senator Paul Hopkins and seconded by Gordon Watts, was to re-commit the legislation to SEC to make two key changes to the alternative proposal. The changes are related to use of variable adjustments to reward faculty performance and adding the option to opt-out of the tier adjustments. Discussion of the motion followed.

Cauce remarked that an opinion of the AG indicated a problem with how variable adjustments can be used based on the language in the current proposal.

Brad Holt raised a Point of Order, voicing his opinion that the SEC is not permitted to make changes on the basis of 'this will help it pass.' The Code does not allow for this to happen. Killien responded that the Code is clear that only the SEC can interpret the code with the advice of the code cops. A code interpretation would have to go back to SEC for a ruling.

Kate O'Neill voiced her concern about the procedural objection and a precedent we are setting. She suggested voting down both proposals and starting with new class A legislation that incorporates existing language with new suggestions.

Duane Storti proposed an amendment to the Hopkins motion—to send the FSP back to SEC without instruction. The amendment was not seconded.

Killien stated her discomfort with the number of suggestions made at the last minute and the faculty's ability to make an informed choice. The motion before us limits us to only looking at two pieces. She favors a small group of faculty look at this to make sure it is what we really want versus making legislation by multiple amendments that are done on the fly. Cauce expressed concern with voting positively and then coming back to fix it later, but this is up to the faculty. Stygall suggested that we can try to send this back with two corrections, but those two will turn into many more changes. Gawel responded that this motion suggests that the basic make up of this policy does not work for all campuses. The option to opt-out means the policy is no longer serving the faculty. Townsend indicated support for voting down the legislation to bring it back and finish this year. He is uncomfortable with the motion and having the President substantially changing faculty legislation. The lack of ability to amend at second consideration also leads him to want to vote it down. Holt expressed that there are administration representatives on the councils and they could have brought these concerns during committee hearings but did not.

The question was called on the motion to remit the FSP to the SEC; the motion failed

Next, the alternative FSP proposal, as amended by the President, was introduced for vote. The question was immediately called but failed. Discussion followed.

Gordon Watts suggested voting the proposal down so new legislation would be proposed for first consideration at the next SEC and Senate meetings with goal of new legislation being passed this year.

The question was called on the motion to accept the alternative FSP proposal; the motion failed.

Next, the original FSP proposal, was introduced for vote. The question was immediately called on the motion to accept the original FSP proposal; the motion failed.

Chair Beauchamp summarized the outcome of these votes and indicated the intent to have a modified FSP introduced for first consideration by the SEC and Senate in April. He encouraged senators to share information with their colleagues that the goal remained to have a decision on a new FSP by the end of this academic year.

11. Good of the Order.

There was no good of the order discussion.

12. Adjournment.

The meeting was adjourned at 5:30 p.m.

Prepared by: Marcia Killien Approved by: Norm Beauchamp
Marcia Killien Norm Beauchamp, Chair
Secretary of the Faculty Faculty Senate

NOTE: If a continuation meeting is necessary to conduct unfinished or special business, it will be held on Thursday, March 10 at 2:30 p.m. in Savery 260.

Report of the Faculty Senate Chair
Norm Beauchamp, Professor, Radiology

Dear friends,

I look forward to seeing you at Faculty Senate. The work we are doing is of such great importance to the faculty. To get it right asks so much of each of you. I could not be more appreciative.

Our agenda is a full one. This is the second review of the Class A legislation on faculty salary policy by the Senate. We will decide whether or not to advance to the faculty for vote the original legislation, the version of the legislation that includes modifications recommended by the Advisory Committee on Faculty Code and Regulations "code cops" and the President, or neither.

We will also have the second consideration of Class A legislation on conflict of interest. A safe productive environment requires that conflicts of interest are identified and addressed.

Finally, we will approve nominations for Vice Chair and hear their remarks. Building on the partnerships and momentum you all have established will benefit from identifying an excellent Vice Chair of the Faculty Senate.

Our commitment is to use your time well. What could be better than preparing for and addressing matters of such importance to the communities we serve?!

See you Thursday.

Norm

Report of the Secretary of the Faculty
Marcia Killien, Professor, Family and Child Nursing

1. Election of Senators for 2016-18. Nominations from the elected faculty councils (EFC) of schools, colleges, and campuses holding Senate elections this year are in process. In order to be considered for election to SEC, names of the elected Senators need to be sent to the Secretary of the Faculty no later than March 2, 2016. Further information about the election process and deadlines has been sent to those EFC chairs.
2. University Lecturer Nominations. The University Faculty Lecture Award Selection Committee is being formed and information about nomination deadlines will be sent shortly. The purpose of the award is twofold: to honor UW faculty members whose scholarship or creative work is widely respected by their colleagues as original and important and to share those accomplishments with the community, both on and off the campus, through a public lecture. Each year since 1974, a distinguished member of our faculty has been chosen.

Report of the Chair of the Senate Committee on Planning and Budgeting
Kate O'Neill, Professor, Law

The Senate Committee on Planning and Budget meets weekly with the Provost, the Vice-Provost for Planning and Budget, and the head of the Board of Deans. SCPB is charged with consulting on all matters relating to the University budget and on a wide range of program and policy decisions.

State appropriation issues

Our Faculty Legislative Representative, JoAnn Taricani, has reported that the legislature has finished the portion of the session in which new bills may be proposed. Of the bills to date that may be acted upon none appears to have significant financial consequences for the UW.

Of course, we still await the legislature's action on the UW's supplemental budget request for FY 2017. The biggest item is a request to backfill over \$5 million for lost tuition revenue that the legislature did not fully fund after it reduced undergraduate tuition last year. Other requests include almost \$4 million for Dentistry's RIDE expansion and slightly over \$1 million for developing a legal education pipeline in the south sound. It is not clear at this time how much, if any, of the supplemental budget request will be met. In particular, there is some disagreement over the calculation of the amount needed for the backfill. The budget request is here:

https://opb.washington.edu/sites/default/files/opb/Budget/2016_Supplemental_Operating_Budget_Submission.pdf

We are beginning now, and will focus more intensely in spring quarter, on advising the interim Provost on long-term priorities for budget proposals for the next and subsequent biennium. We agree with the President that we need a long-range vision of the UW's mission and strategy for how to fund it.

Major issues

Kelli Trosvig, Vice-President for UW-IT, updated SCPB on the status of the proposed new HR/Payroll system. The program is currently undergoing a re-planning effort to validate the work that was done and assess how much work is remaining before an updated timeline will be announced. A summary of the current status is below in this report. Professor Haselkorn, an SCPB member, suggested that, going forward, the administration should enlist the help of the significant faculty expertise with complex systems design for this project and for other needed upgrades of UW systems, including its financial systems.

We also received two reports from Vikram Jandhyala, Vice Provost for Innovation, about CoMotion and the Global Innovation Exchange (GIX). CoMotion has significantly expanded and altered the tech-transfer mission of the former Center for Commercialization (C4C). While tech-transfer operations are housed in CoMotion, Jandhyala does not expect those to generate sufficient funds to sustain all of CoMotion's activities. (It should be noted that revenues from licenses of the Hall patent, which were a major source of revenue for UW, are diminishing and will soon cease.) As a result, CoMotion will, for the foreseeable future, rely on central funds to accomplish its mission of fostering interdisciplinary collaborations within UW and with external parties. It was noted, during the SCPB discussion, that CoMotion seems to have acquired more of an academic mission to facilitate interdisciplinary innovation even though it is an administrative unit. In the next few years, the SCPB, and perhaps other senate faculty councils, should consider periodically revisiting CoMotion's funding and administrative structure.

Vice Provost Jandhyala also presented on GIX. GIX is a partnership among UW, Tsinghua University, and Microsoft. It is designed to provide team-based, experiential education to students from both Universities. The focus will be on solving problems through applied technologies, designing connected devices, and learning entrepreneurial skills. For now, there will be two degrees offered Tsinghua Master of Engineering in Information Technology, and UW Master of Science in Technology Innovation. Students may pursue a dual degree. The first cohort of students at Tsinghua will be admitted Fall 2016. The GIX facility in Bellevue will open in Fall 2017. A total of 140 students are hoped for then, one cohort of 70 in

the UW degree and another 70 in a certificate program. It is hoped that the program will eventually have 3000 students.

GIX is expected to be self-supporting. Curriculum for the UW degree will be established by departments, and departmental faculty will teach in the program. (Non-UW faculty may also teach. The nature of those appointments was not discussed at SCPB.)

A new facility is planned for the Spring District in Bellevue. There is a memorandum of understanding under which UW will lease the space for five years and Microsoft will pay the rent.

This is plainly a major and novel undertaking. SCPB should monitor it regularly.

Activity Based Budgeting

The Task Force has completed Phase I of the ABB review and the [subcommittee reports](#) have been shared with SCPB. Interim Provost Baldasty has [charged the Task Force](#) with Phase II to look deeper into the issues that emerged from Phase I. That work is to be completed by the end of spring quarter and will be presented to SCPB. In the meantime, SCPB has recommended additional outreach to faculty, chairs, and deans for two purposes. One is to disseminate information about ABB's operation and the task force findings so far; the other is to solicit more information. We are planning to do both by communicating with senators and with elected faculty council chairs, and perhaps launching a targeted survey for faculty, chairs, and deans whom we have reason to believe may have particular experience with ABB budgeting issues. An FAQ that includes the issues and responses will be published on the OPB and Senate site by the summer.

Routine Business

SCPB has devoted much of its time this quarter to reviewing and advising Interim Provost Baldasty on units' budget proposals and requests for Provost Reinvestment Funds (PRF). The committee members agree with Baldasty's stated priorities for the use of PRF – for faculty compensation and for critical compliance issues. We also agree that units with unnecessarily large reserves should be reducing those to levels necessary to fund their missions and allow for unexpected needs. We also agree with the administration's TAP agenda – Transforming Administrative Practices – to encourage administrative units to reconsider how they can provide service to UW stakeholders most effectively. Under TAP, the interim provost is essentially reducing central funding for administrative units by about 5 percent from the prior year in an effort to encourage units to focus on ways to provide needed services most efficiently.

There are several issues that emerge, in particular, from SCPB's review of unit budget proposals and that should inform the process going forward. First, the budget proposals vary considerably in the depth of detail – and in particular whether they reveal a unit's strategic vision out beyond the next year. SCPB's advisory capacity, and the Provost's decisions, are much improved by a considered presentation of a unit's challenges and strategies over the next several years, at least. With respect to academic units, such presentations should be the product of consultation with the elected faculty councils of the units. It appears that the consultation is significant in some units and pro forma in others. The SCPB chair will be meeting shortly with elected faculty council chairs to emphasize the value of thoughtful consultation on budgets and long-range strategies for accomplishing a unit's shared goals.

Second, the Interim Provost cannot fund the great majority of PRF requests, particularly in light of his commitment to faculty compensation and critical compliance needs. This means, at least for now, that strategic initiatives within units must usually be self-funded. That requires making strategic choices within the unit – another reason that broad consultation with stakeholders may be especially useful and important. It also means that new initiatives, particularly ones that require collaboration with other units or with outside entities, must be spear-headed and negotiated by deans and administrative leaders. It does not appear that the provost's office has sufficient funds to provide many carrots or sticks for new initiatives.

Third, some units have significant deficits, some of which may be due to isolated events and others that may be more long-term and structural. To the extent that units borrow central funds to carry them through,

the borrowing – and any repayment – have implications for the central administration’s resources and ultimately for other units’ resources under an ABB model. There are also significant implications of not subsidizing a unit that is in deficit. SCPB will be working in spring to provide guidelines for dealing with unit deficits.

Looking Ahead

We are entering the season when the UW’s budget priorities are set for the next biennium and beyond. As SCPB moves into spring, we will have two meetings for faculty members only in which we will try to find consensus about what those priorities should be and what the strategy should be for achieving them. We will then be sharing those with Interim Provost Baldasty, with the Office of Planning and Budgeting, and with the UW’s lobbyists. As chair, I encourage senators and their constituents to contact me directly with suggestions for priorities and strategies by email to kateon@uw.edu or senate@uw.edu.

More locally, we will be looking at funding challenges for the UPASS in the near future. In spring we will also be looking into long-term planning and the financial structure of Educational Outreach and the School of Medicine, among others.

HUMAN RESOURCES/PAYROLL

MODERNIZATION PROGRAM

SENATE COMMITTEE ON PLANNING &
BUDGETING

JANUARY 25, 2016



HR/PAYROLL MODERNIZATION PROGRAM UPDATE

Background and Context

The Human Resources/Payroll Modernization (HRPM) program is the largest administrative transformation effort ever undertaken at the University. It is a major, multi-year initiative to replace the University's 33-year-old legacy payroll system with a modern, integrated HR/ Payroll system; this is essential to support the UW's large and diverse workforce. The Board of Regents approved the program in February 2014, and the University selected the Workday solution as its new system. The new system will transform the University's HR and payroll operations, significantly improve compliance, reduce risk, provide better data for decision making, and increase efficiencies across the institution. This project is the first step in a larger strategy to modernize the University's aging administrative infrastructure.

In March 2015, the project Executive Sponsors reached a major decision not to move forward with initial plans to implement a biweekly pay cycle as part of the system implementation. This move was necessary because of the many complexities of the UW's pay practices, along with difficulties in reporting employee compensation on a monthly basis to the state of Washington. The change resulted in a six-month delay in the launch of the new Workday system.

Leadership Changes

With the retirement of Senior Vice President V'ella Warren at the end of July, Kelli Trosvig, Vice President for UW Information Technology (UW-IT) and CIO, became the project's new Lead Executive Sponsor. The project also welcomed three new Executive Sponsors: Paul Jenny, Senior Vice President for UW Planning & Management and Lead Executive Sponsor on the Finance Business Transformation project; Dave Anderson, Executive Director for the Health Sciences Administration and Associate Professor, Department of Comparative Medicine, also with a reporting relationship to Finance & Facilities; and Ruth Mahan, Chief Business Officer, UW Medicine and Vice President for Medical Affairs in UW Medicine, replacing Lori Mitchell, Chief Financial Officer, UW Medicine (retired). In addition, the Executive Sponsors team includes Cheryl Cameron, Vice Provost for Academic Personnel and Mindy Kornberg, Vice President, Human Resources.

The program also has a new Executive Program Director, Aubrey Fulmer, who stepped into this role in November 2015. Aubrey has an extensive background directing the implementation and ongoing operational support of Human Resources, Benefits and Payroll systems, including leading a successful on-time, on-budget implementation of Workday's Human Capital Management/Payroll suite at the University of Chicago.

As part of the leadership transition, an evaluation of the project was conducted by an external consultant. The findings revealed several significant challenges, including lack of visibility across the seven interrelated projects crucial for go-live (Human Resources Information Systems, HR/P Modernization, HR/P Intersections, Academic Personnel, Medical Centers, School of Medicine and the Operating Model), inadequate coordination between those projects, and insufficient resourcing across the overall effort. As a result, it was determined that the projects were not making sufficient progress toward a June 2016 go-live, and the project status was moved to red.

Unifying Projects into a Program

To provide better coordination across all related Human Resources/Payroll projects, HR/Payroll Modernization is now operating as a program. The program provides a unified approach to the HR/Payroll Modernization effort, bringing together all of the related projects, including Human

Resources Information Systems, HR/P Modernization, HR/P Intersections, Academic Personnel, UW Medicine, School of Medicine, as well as important stakeholder groups.

An essential part of this new structure is the establishment of a centralized Program Management Office (PMO) that enables both technology and people-readiness through coordinated leadership over all of the projects. With the projects united under the PMO leadership, the new structure provides better oversight across all aspects of the program, as well as better transparency and accountability. The program uses a single set of performance metrics across all projects to continually monitor status, risks and issues.

To ensure appropriate support for the program, significant resources have been deployed from other University units, including UW Information Technology and UW Organizational Excellence. These resources were strategically selected to support key areas of the program, including Project Management, Integrated Change Management, Instructional Design, and Operations Support.

Investing in Change Management

To support the transition to the new Workday system, the program's Integrated Change Management effort is focused on a people-first approach that is designed to help UW units work effectively with the new system and business processes. The Integrated Change Management team has assigned Change Managers to guide academic and administrative units through a seven-step process to ensure readiness across the University.

The Change Manager, working with an Instructional Designer and an Operations Support Manager, serves as the liaison between the units and the HR/P Modernization program. These teams focus on supporting academic and administrative units as they engage in the seven-step process. Their role is to optimize the capacity for change across the University, and to support units in maximizing the potential of the new Workday system.

The seven-step process was designed using best practices in the Change Management field, and includes gathering information, analyzing the current state, testing new processes from end-to-end, implementing new processes, and assessing the effectiveness of this approach.

Enhanced Support Center

To provide support to the UW community once the HR/P Workday system goes live, the University will create a new HR/P Enhanced Support Center (ESC) composed of staff from Academic Human Resources, Human Resources, and Payroll. The ESC will be part of the Transforming Administration Program (TAP), which focuses on efficiency and effectiveness at the UW. The support center will provide continuity across these vital HR/Payroll processes, a single point of contact for most inquiries, a unified approach to support and training, and the development of a comprehensive knowledge base that will expand the level of accurate information accessible to all.

The team responsible for this TAP initiative will be led by Ruth Johnston, Associate Vice President & Chief of Staff for Planning & Management, and sponsored by President Ana Mari Cauce, Interim Provost Jerry Baldasty, and Vice President for UW-IT and CIO Kelli Trosvig. It will be advised by a small team of senior administrators and staff, including Dave Eaton, Dean and Vice Provost, Graduate School and Professor, Environmental and Occupational Health Sciences; Lisa Graumlich, Dean, College of the Environment, and Virginia and Prentice Bloedel Professor; Dave Anderson, Executive Director for the Health Sciences Administration and Associate Professor, Department of Comparative Medicine; Heidi Tilghman, Manager, College of Arts and Sciences Shared Services and Affiliate

Assistant Professor, Germanics; and Curtis Colvin, Director, Medical Centers Staff Services. The team will host a series of meetings this winter with key constituencies to gather feedback on initial ideas for services and processes within the ESC. They will then make revisions and recommendations to the sponsors based on feedback. Once the ESC is operational, it will report within the HRPM Program.

Current Status

Since moving the HR/P related projects into a single program five months ago, the program team has developed a clearer understanding of program interdependencies and work yet to be completed. Gaining a holistic view of the program uncovered significant issues and crucial work that was not completed prior to designing the system; these issues will impact the ability of the new HR/P Workday system to meet campus needs.

The program is currently conducting a careful evaluation, assessing work priorities, timelines, and options going forward; the full impact will not be known until the conclusion of the assessment.

Moving Forward – Building a Cohesive Design

After completion of this evaluation, campus leaders will be involved in developing an action plan for the University as a whole, as well as for each unit. This plan will include a clear understanding of the impacts on the program timeline, budget, and staffing. To resolve the outstanding issues, the new plan will also include a Building a Cohesive Design phase. This phase will occur at the program level, validates the integrity of the design, ensures that the Workday business processes, security configurations, and integrations meet the needs of the University, and allows unfinished work to be completed before moving forward with further testing.

A New Approach to Administrative Technologies

Workday represents the first Software as a Service (SaaS) program of this scale that the University has undertaken for its core administrative business systems. Under the SaaS model, software is licensed and hosted by a third-party, and capabilities and functionalities are typically added with each release. This model is more cost effective, but the delivery of functionality occurs over time. In addition, customization is limited in order to ensure a cost-effective implementation.

When Workday goes live at the University, the system will start with core functionality, and enhancements will be added every six months, continually unlocking new capabilities. The system requires more standardization of business processes across the University, and the continual need to improve these processes with each software release. The benefit of this model is that functionality is continually updated by the third-party vendor throughout the life-cycle of the system.

By creating a framework for change and technology implementation now, the University is laying the foundation for future administrative modernization efforts. This first implementation of a SaaS program creates a framework for continuous improvement that will enable the University to successfully integrate new technology in the future.

Transforming How the UW Does Business

The HR/P Modernization program is the largest single administrative initiative ever undertaken at the University, and is the UW's highest administrative priority. It will increase efficiencies across the institution, improve reporting and compliance, provide better data for decision making, and transform the way the University does business. To enable the Workday system, the University is working to streamline and modernize HR and Payroll processes. This program marks a major step in a larger effort to transform the UW's administrative infrastructure to better support the University into the future, and the Executive Sponsors are committed to taking any necessary steps to ensure a successful launch of the new Workday system.

Report of the Faculty Legislative Representative
JoAnn Taricani, Associate Professor and Chair, Music History Program
olympia@uw.edu

Update as February 23, 2016: This week, the proposed supplemental budgets are emerging from the House and Senate. The House budget closely resembled the Governor's budget, also not providing the full tuition backfill (making up the full amount of revenue lost from the reduction in tuition) that the UW had requested, based on the actual enrollment numbers in Autumn Quarter. We did not expect to see our requested funding in the House budget, as the burden has been placed on the state Senate to create a solution to the funding plan that originated in the Senate in the 2015 session. The state Senate budget proposal will be announced before the Faculty Senate meeting, and I will either send an email update, or report on this in the Faculty Senate meeting. By then, negotiations between the House and Senate will be well underway, leading to the final supplemental budget and the end of the session on March 10.

The final deadline for passage of legislation from the "house of origin" occurred at the end of the day on February 17. This is one of the major marking points of the session for policy bills. Bills that are passed by this date begin their lives again in the "opposite" chamber, so House bills move to the Senate, and Senate bills move to the House, all going back to legislative committees for more hearings.

There were 219 bills related to higher education policies or the administrative functions of universities. 16 are still alive and have moved to the opposite chamber. Not all will survive to the end of the session.

What happened is the same general outcome of every legislative session: many good bills did not survive this cutoff, because both the House and Senate reach a point of having to decide which bills are most necessary, then to advance those selected bills for a vote of the full House or Senate, leaving behind some very compelling legislation.

What did not happen: Many higher education bills had been passed out of the House and Senate higher education committees, and some received considerable attention, such as the "Free to Finish" legislation (HB 2955) that would provide free tuition in the final quarter to a student who had been out of school for over three years. That bill never received a House floor vote, despite substantive support from a broad constituency that included university presidents. (However, a small amount of funding for a pilot project of this idea is in the proposed House budget.) Other useful bills that emerged from committees, but did not survive, addressed enhanced opportunities for students (HB 2691, SB 6260, 6512), pilot projects for textbook affordability and open source course materials (HB 2680, 2686, 2796), and adjustments to student fees (HB 2593, SB 6587).

What is still alive in the legislative approval process (and not all of these will survive the process of the "opposite house"): protecting students from unfair business practices (HB 1949), supporting services for students with disabilities (HB 2825, SB 6466), creating a limited pilot program for community and technical colleges to offer bachelor degrees (HB 2769), establishing a work group to study accelerated bachelor degree programs (SB 6626), and authorizing new 529 college savings program (SB 6601), which deals with the problems created in the GET program (pre-paid tuition plan) by the current reduced tuition.

Two of the large general issues facing the Legislature have been addressed: the House and Senate have approved a plan to address the State Supreme Court order to fund the McCleary decision on K-12 funding (the Legislature did not provide the funding yet, but offered a plan to work on the funding mechanism); if this satisfies the Supreme Court, the sanctioning \$100,000 per day fine may end. Another major issue has been the November 2015 Eyman initiative (I-1366), which proposed to cut the state sales tax by 1 percentage point, beginning April 15, unless lawmakers allowed a public vote on an amendment that would require a two-thirds supermajority in the Legislature for future tax increases. However, a King County Superior court judge had struck down this initiative in late January. The State Supreme Court has granted expedited review to an appeal of the lower court ruling, with oral arguments scheduled on March 15. Despite this ruling, the Senate introduced legislation that would require a two-thirds supermajority to approve any new taxes. This did not pass the Senate; to create this provision would have required a two-thirds vote by the current Senate to create a permanent supermajority provision on taxes.

The supplemental budget proposals will be issued by the House and Senate in the next two weeks. The House and Senate will then negotiate their budgets in the final two weeks of the session, with the end of the session on March 10. There is still no expectation that there will be a need for a special session. The quarterly revenue forecast was presented on February 17, with slower growth projected in revenue than was projected in Autumn. The state economic forecast is a combination of revenue growth and projected expenditures. Revenue is slightly lower than projected for 2015-17, but a larger downturn is projected for 2017-19. The slower growth in revenue is offset somewhat by lower expenditures in social services. But an increase is anticipated in expenditure in the state contribution to health care costs for federal programs, such as Medicaid. A lower revenue forecast is not in the same category as a budget shortfall; the long-term forecast is used by legislators to project anticipated budget expenditures. I did not hear any elected official or staff suggest that the slightly lower forecast would have any impact on the already-approved budget for 2015-17. But it likely will create caution in terms of any additions to the supplemental 2016 budget, currently being written.

The bill that proposed the creation of a UW faculty regent did not receive a committee vote, and so did not advance to a vote of the full House. This bill did not originate from UW Faculty Senate process, and the legislative committee decision not to advance the bill was in response to the January 28 UW Faculty Senate resolution, stating that the discussions already underway with the other public four-year institutions of the state should proceed, along with internal discussions among the appropriate UW faculty councils and committees, in order to prepare legislation for a faculty regent for the 2017 session. The Legislature is very mindful of listening to the voice of faculty governance, which is charged in state statute with responsibility regarding faculty issues. So, we receive particular consideration when we can provide positions codified in our Faculty Code, such as our recently revised policy on academic freedom and responsibility. Academic free speech has been an issue in this session, and our policy on academic freedom was very much on point, as was testimony from Law Professor and past Senate Chair Kate O'Neill.) The resolution you passed in January regarding faculty regent legislation similarly received careful attention from legislators.

Aside from the legislative discussion about the possibility of a UW faculty regent, I want to let you know that the representatives of faculty governance at the other four-year public universities were very glad to see this resolution from our Faculty Senate, as it left open the door to working collaboratively on this issue. The Faculty Senate leadership has developed a timeline for preparing this legislation for the 2017 session, involving the necessary internal and external discussions of UW faculty councils and committees, administration, and potential partner institutions. We will discuss internally what the UW would want to see in legislation, and then our Senate leadership will talk with the other universities, through their faculty governance systems, to see what partnership and specific elements will have the best chance of success in the 2017 session. I do not know if the UW will proceed with all the other four-year universities or perhaps just with WSU, but as I said in the full Faculty Senate meeting in January, a bill that includes only the UW would have a much lower chance of success. Our Faculty Senate leadership is discussing this matter with the WSU Faculty Senate leadership. Because bills have failed five times, including the 2016 attempt, we want to create proposed legislation that combines the provisions we want with a partnership that offers the best chance of a different outcome. I outlined this in a preliminary way to our Faculty Council on Faculty Affairs on February 16, and had a productive discussion at that meeting with the council.



University of Washington Athletics
Academic Results – Fall 2015

- Seventeen teams were above a 3.00 gpa

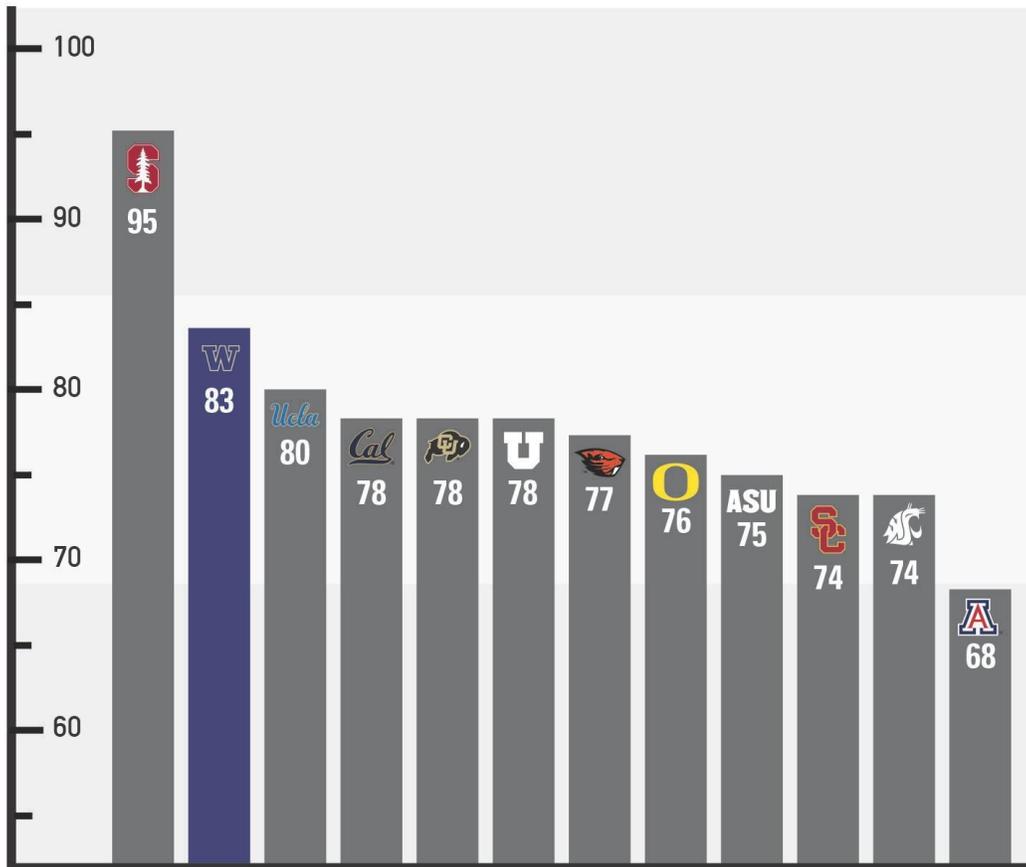
Baseball	3.23	Men's Large Team Winner
Women's Basketball	3.19	
Men's Crew	3.04	
Women's Crew	3.19	
Men's Cross Country	3.01	
Women's Cross Country	3.28	
Football	3.12	
Women's Golf	3.20	
Gymnastics	3.42	Women's Small Team Winner
Men's Soccer	3.11	
Women's Soccer	3.47	Women's Large Team Winner
Softball	3.25	
Men's Tennis	3.23	Men's Small Team Winner
Women's Tennis	3.41	
Men's Track & Field	3.16	
Women's Track & Field	3.30	
Volleyball	3.01	

- 125 student-athletes made the Dean's List

- 431 student-athletes earned a 3.00 or better : 73% of student-athletes!

- Eight student-athletes earned a 4.00 g.p.a

AVG. GRAD. SUCCESS RATE SINCE 2005*



*SINCE STAT INCEPTION IN 2005

DATA POINTS

Top 10 Student-Athlete Majors

2015

Communication	46
Business (Foster School)	31
Sociology	26
Anthropology	20
American Ethnic Studies	19
Political Science	14
Psychology	13
Biology	11
Economics	9
Geography / History (tie)	7

Section 22-43 Eligibility for Election to the Senate

- A. Voting members of the faculty are eligible for election to the Senate. A faculty member's eligibility under this section is determined by the status to be held at the beginning of the Senate term, should she or he be elected.
- B. A faculty member may be elected to an unlimited number of terms, except that a faculty member who has been elected to ~~two~~ three consecutive terms shall not be eligible for election to the next term.

Rationale: The goal of this proposal is to benefit from the institutional memory provided by senators who serve more than 2 consecutive two-year terms (4 consecutive years) while maintaining a reasonable influx of new members.

When the senate was restructured with 100 members eligible to serve two consecutive 2-year terms, we could count on having at least 25 new senators each year. Since then, the senate has grown to include more than 120 senators, so even in the extreme (and extremely unlikely) case where every senator serves 3 consecutive 2-year terms, we could benefit from the experience of some longer-serving senators while still ensuring the presence of at least 20 new senators every year.

Class A legislation concerning conflict of interest:

ORIGINAL PROPOSAL RATIONALE: This section is updated to clarify policy on conflict of interest.

The first paragraph is added to define conflict of interest. The second paragraph is modified from existing language to add salary as a decision that may be affected by conflicts of interest.

The third paragraph is added to the Faculty Code, based on Class C legislation passed by the Senate in 1992. (The Class C resolution had been transferred from the University Handbook into the electronic Faculty Code and Governance as a footnote in Section 24-33 (A Statement of Principle: Academic Freedom and Responsibility). The content was judged to be a better fit in this section, 24-50, on Conflict of Interest. Because the footnote in 24-33 was not the result of Class A legislation, it is not shown here as existing Code language. It remains on the Senate website as previously approved Class C legislation.

If Class A legislation #136 (merging chapters 24 and 25 of the faculty code and changing the faculty salary policy) is approved, this section (if approved) will be renumbered as Section 24-25.

PRESIDENTIAL PROPOSAL RATIONALE: The President is basically comfortable with this legislation, except that we're concerned about leaving out most of the text from the 24-33 footnote and adding to 24-50 only the footnote's operative language. Part of that concern is the risk of unanticipated consequences if language that has existed in the Faculty Code for nearly 25 years is eliminated prior to issuance of the new Executive Order on relationship policy.

Accordingly, we propose that the remaining language from the 24-33 footnote—not just the operative language—also be added to 24-50. We recognize that explanatory information of this sort is not typical code language. However, inasmuch as that language has existed all this time as a 'footnote' in FC Section 24-33, retaining it here in 24-50 will be nothing new. Moreover, we can take comfort knowing that any anomalous-ness will be cleaned up with the issuance of the relationship policy EO.

ADVISORY COMMITTEE ON FACULTY CODE AND REGULATIONS RESPONSE: In terms of the footnote indicated in the original rationale, the committee suggests making it clear that it will not appear in Chapter 24, but will remain on the Faculty Senate Website as a Class C resolution.

Section 24-50 Conflict of Interest Regarding Appointment, Employment, and Academic Decisions

A conflict of interest exists when a person participating in a decision has a substantial connection or interest related to individual(s) affected by the decision that might bias or otherwise threaten the integrity of the decision process or that might be perceived by a reasonable person as biasing or threatening such decisions. This includes familial, romantic, or sexual relationships and financial conflicts of interest. This may also include some professional relationships. No list of rules can provide direction for all the varying circumstances that may arise; good judgement of individuals is essential.

The procedures set forth in this chapter shall apply in all cases, except that no faculty member, department chair, dean, or other administrative officer shall vote, make recommendations, or in any other way participate in the decision of any matter which may directly affect the employment, appointment, tenure, promotion, salary, or other status or interest of such person's parent, child, spouse, household member, sibling, or in-law a faculty or staff member with whom he or she has a conflict of interest. [See also Executive Order No. 32.]

In addition, no faculty member, teaching assistant, research assistant, department chair, dean, or other administrative officer shall vote, make recommendations, or in any other way participate in the decision of any matter which may directly affect the employment, promotion, academic status or evaluation of a student with whom he or she has a conflict of interest.

Conflicts of interest resulting from romantic or sexual relationships are detrimental to the functioning of the University because, if present, the professional authority under which decisions are made may be called into question. The University's responsibilities to the public and to individual members of the University community may be compromised if such conflicts of interest are not avoided.

The faculty's decision-making responsibilities should not restrict the faculty's rights as citizens, including the personal rights of association and expression, unless the exercise of those freedoms conflicts with the institutional necessity of impartiality in academic and employment decisions. In that case, the faculty member must restrict his or her participation in such decisions.

State law and University rules preclude a faculty member from participating in decisions which directly benefit a member of his or her family. The same rules should apply to decisions involving sexual or romantic relationships between faculty and students, since these relationships, like formal family relationships, may call into question the ability of the faculty member to assess the performance of another solely on academic or professional merit.

Romantic or sexual relationships between faculty and students may in some instances infringe on the rights of that student or other students or colleagues. The possibility of sexual harassment may arise, if the faculty member's immediate power to influence a student's academic progress brings into question the ability of the student genuinely to consent freely to the relationship. The possibility of impeding the student's academic or professional progress may also arise if the faculty member is already in a position of significant decision-making authority with respect to the student, since the faculty member must abstain from further participation in such decisions, thereby denying the student access to the faculty member's professional assessment. The possibility of an unwelcome, hostile or offensive academic environment may also arise if the faculty member fails clearly to separate personal interests from his or her professional decision-making.

Faculty members should be aware that the harms listed above do not arise only from existing relationships, but may also arise if an individual in a position of authority to a student makes overt sexual or romantic advances upon that student. Even if the advances are welcome, the faculty member should remove him or herself from the teaching or supervisory role, which may impede the student's academic progress. If the advances are unwelcome, the student may suffer unneeded stress, and the academic relationship may suffer.

Approved by:
Senate Executive Committee
January 11, 2016

Approved by:
Faculty Senate
January 28, 2016

Approved by:
Senate Executive Committee
February 22, 2016

Approved by:
Faculty Senate
March 3, 2016

- **Faculty Salary Policy is being sent under separate cover as Exhibit H.**
- **Letters in response to the faculty salary policy below.**



UNIVERSITY *of* WASHINGTON

Ana Mari Cauce.

Professor of

Psychology

PRESIDENT

February 1, 2016

Norman J. Beauchamp, Chair
Senate Executive Committee
Faculty Senate
36 Gerberding Hall
Box 351271
Seattle, WA 98195

Re: Proposed Amendments to Faculty Salary Policy

Dear Norm:

It has been truly a pleasure to watch and participate in the many discussions related to the faculty salary policy. Regardless of the outcome of the full faculty vote, the processes involved have been an example of shared governance at its finest. So, I first want to acknowledge the extensive work that has gone into the development of this legislation to amend the Faculty Code. In a complex University such as ours, there are always competing interests and difficult choices. The inclusive process and the multiple perspectives shared considerably enhance the process and the result. This is legislation that is by the faculty, for the faculty.

I have a key role at this point to comprehensively review the legislation to amend the Faculty Code and indicate whether or not, if there is a positive vote, I can support and approve the legislation as drafted. Attached you will find the changes that are needed for me to be able to approve the amendment of the Faculty Code.

Reviewing the proposed code amendment has been challenging, given that there are over 60 pages of text, in language that is sometimes difficult to clearly interpret, even for someone who has been intimately involved with discussions throughout the process of developing it. I believe an important first task, if this passes, will be to develop a "guide" to the policy, written jointly by administration and faculty, to make sure that in the future, there is a clear understanding of the policy's intent, including the many ways in which schools or colleges are provided room to customize the policy to suit their specific needs.

But, even without such a guide, it is essential that voting faculty have as full an understanding as possible of what this policy does, and does not, do. My comments, in part, go to the heart of this matter

as I believe that an educated choice is critical and it is my sincere hope that ALL faculty will take the time to read the full text of the legislation.

One of the goals of the policy revision is to ensure salary advancement options throughout a career. This is a goal to which we can all subscribe. Despite this shared goal, and my commitment to work hard to increase the funding available for faculty compensation, the realities of our financial resources cannot be ignored. A change of policy does not, of itself, add any resources to the university. It is difficult to conceive a world in which state funding, or any funding, is guaranteed and constant, let alone constantly rising. Given the realities of state funding, it is essential that we all understand that there must be clear off-ramps to the policy in times of severe financial stress.

Concerns have been expressed about our ability to afford the proposed salary policy. It is important to recognize that the policy, if adopted, will require changed practices. We will have to value the compensation of our current faculty over the need for new faculty—we will have to be committed to salary raises over new hires. This is a choice that is already available to the faculty, and which we seem not to take, even when it is pointed out to us. For this policy to work, we will need not only to recognize this compromise today, but to follow through on it in order for the bottom line to balance.

As I have indicated during the development process, I support revisions to the faculty salary policy that add tools for addressing problems of compression and inversion, with less dependence on retention salary adjustments. I also support efforts to design a policy that encourages meaningful assessment of performance throughout an academic career, particularly for Professors and Principal Lecturers.

This could have been accomplished in a number of ways, some of them considerably simpler, some less so. The proposed policy was designed after a rewards and recognition system used by the University of California for many years—it is a part of their culture, both faculty and administrative. In order to implement their policy, they have developed a much more robust administrative infrastructure, both within each institution, and at the system level, that allows them to operate a salary policy that is considerably more cumbersome than that of most other universities, including our own.

While in the long run, we can look for efficiencies and savings to, at least in part, ameliorate the costs of administering this policy, for the foreseeable future, the adoption of the proposed salary policy will require significant additional administrative investment. The central resources required to implement the proposed policy have been preliminarily assessed to be at least two million dollars for the transition period and half a million in ongoing annual costs. This does not include additional resources at the school/college or departmental level required for the transition and implementation. As such, in the immediate future, the policy, as drafted, will require us to invest money into administering the policy that might have gone elsewhere, including faculty salary.

The implementation of this policy will also require additional time and commitment of our faculty, especially in regards to assessing each other's performance. Continual and comprehensive assessment of faculty performance is key to making this policy achieve its desired goals. That is not a bad outcome. Our faculty must continue to be leaders in the governance of the University and in maintaining the excellence we provide to our students. Some of the changes that will be necessary for me to approve this policy are related to ensuring that this assessment is done in a manner that is most likely to lead to a fair and robust assessment of performance.

The policy also allows for a fair deal of variability in implementation across schools and colleges. For example, the size of tier adjustments and market adjustments as proposed are allowed to vary substantially, albeit with faculty consultation. Some schools or colleges have already made it clear that

it is their intent to take advantage of the "customization" options, and I would urge faculty to engage in within-school/college discussions of how this might play out in their setting.

Finally, it is important that the faculty understand that the proposed policy eliminates the annual merit salary increase that is currently available to all faculty and adds the tier advancement that would be available to a more limited number of tier eligible faculty. I have concerns about a policy revision that takes away performance based salary adjustments that reward those faculty that are in the most vulnerable positions. However, I am open to other solutions to this concern. If this Policy is enacted, I will immediately task a faculty group to try to address this important shortcoming since I could find no way to address it through an easy revision.

The faculty's participation in the vote on this amendment to the Faculty Code as well as the magnitude of the faculty's support of the amendment will be key to my ultimate approval of the legislation if it passes.

Tough decisions and compromises were made by the faculty to come up with this policy, and I still wonder whether we could have added the missing tools to our existing salary policy in a manner that was less cumbersome to administer and more holistic across the university. The revisions I suggest today do not address this larger concern and are not because I would have made different decisions and compromises than the Senate. I fully appreciate that many of these compromises are for the Senate to make, and I applaud the Senate's ability to advance a proposal. Instead, I have limited my comments and changes to those that I believe are absolutely necessary for the University and I have kept them to a minimum.

Accompanying this communication are changes that are needed in order for me to approve an amendment to the Faculty Code.

Very truly yours,



Ana Mari Cauce

C: Marcia G. Killien, Secretary of the Faculty
Gerald J. Baldasty, Provost and Executive Vice President
Cheryl A. Cameron, Vice Provost for Academic Personnel

 UNIVERSITY of WASHINGTON

To: Senate Executive Committee
From: The Board of Deans and Chancellors (BODC)
Date: February 18, 2016
RE: Proposed New Salary Policy

At our meeting this week, we reviewed the letter that President Cauce sent you regarding the proposed salary policy. In the spirit of shared governance that President Cauce referenced in her letter, we thought it would be helpful to convey the BODC's views on the proposal as you consider it. We would also be happy to meet with you in the near future should you find it helpful to discuss this matter in person.

To start, we share our President's appreciation of the Senate's efforts related to this policy and thank you for your hard work. We are aware of the many different views within our diverse university and understand how hard your task is to respond appropriately to often conflicting and strongly held viewpoints.

Second, we all share the goal of competitive and equitable salaries for UW faculty. We also are unanimous in our agreement that we need to make near term progress on faculty salaries at the UW. Years of declining state support and the great recession have taken a toll that must be addressed promptly for us to maintain and enhance the strength of this great university. We thus strongly support a salary policy that encourages and rewards excellence for all faculty at all stages of their careers. Likewise, our salary policy must permit the UW to compete in the national and international marketplaces for the best faculty and, then, to retain those faculty.

There are important differences among and between our various schools and colleges with regard to the competitive pressures each experiences; to account for those distinctions, we also support a policy that permits appropriate flexibility for individual schools and colleges. Finally, equity within each school and college is of great importance because without it morale can decline and restrict us from achieving all that we must for our students and other stakeholders.

While we thus share with the Senate the goals of the policy, we think that we could achieve the goals with a less burdensome, less complex, and less expensive process. The dollars we would save are far better deployed elsewhere for more substantive purposes, including salaries themselves. Indeed, if additional funding were to be directed to faculty salaries, we believe that we can accomplish these goals under the present policy. As all must understand, on its own, this new policy does nothing to increase the funding available for faculty salaries.

While we will not repeat here the concerns that President Cauce raised, we strongly share them. In addition to her concerns we also note that the present policy may inscribe existing salary inequities, particularly ones related to race and gender. We know that the policy's complexity has led to many misunderstandings among the faculty about what it does or does not do and despite significant drafting effort leaves many ambiguities that should be addressed prior to a vote. Additionally, the policy's caps are perceived as unfair to some schools and risk making faculty recruitment and retention very difficult for these schools. And finally the policy's proposed "off-ramps" are not sufficiently flexible and are overly burdensome in process.

We plan to make our deep concerns with the proposed policy clear to our faculties. We emphasize our firm commitment, should the policy not be enacted, to working with you, and our Provost to come forward, in the near term, with an alternative plan that would better address our common goals and better address efficiency and the cost of administration. For instance, we might implement the tiered approach for full professors while leaving the rest of our current policy intact and working on additional solutions for other faculty ranks. We are confident that the learning we have all gained as we have considered this proposal can be used for the greater good of enacting a policy that will best serve UW as a whole.

Thank you for considering our viewpoints. We look forward to working together on this and many other issues.

Best regards,

The following members of the Board of Deans and Chancellors:

Sandra Archibald, Evans School of Public Policy & Governance
Joel Berg, School of Dentistry
Michael Bragg, College of Engineering
Rovy Branon, Educational Outreach
Harry Bruce, Information School
Dave Eaton, Graduate School
Azita Emami, School of Nursing
Howard Frumkin, School of Public Health
Lisa Graumlich, College of the Environment
James Jiambalvo, Foster School of Business
Mark Pagano, Tacoma Campus
Paul Ramsey, School of Medicine
Sean Sullivan, School of Pharmacy
Ed Taylor, Dean of Undergraduate Affairs
Kellye Testy, School of Law
Mia Tuan, College of Education
Edwina Uehara, School of Social Work
Lizabeth Wilson, Libraries
Wolf Yeigh, Bothell Campus

From: Sec_members [mailto:sec_members-bounces@mailman13.u.washington.edu] On Behalf Of Janelle S. TAYLOR
Sent: Saturday, February 20, 2016 1:27 PM
To: Secretary Of The Faculty; sec_members@u.washington.edu
Cc: 'Ex officio@u.washington.edu'; sec_list@u.washington.edu
Subject: Re: Deans' response to FSP

Dear SEC colleagues,

Having noticed that Bob Stacey, the Dean of my own College of Arts and Sciences, had not signed on to this letter objecting to the Faculty Salary Policy, I wrote to him today to inquire about his views on the matter. He wrote back explaining his reasons for supporting the Faculty Salary Policy, and not signing this letter. I subsequently asked him whether I could have his permission to share his message with other members of the SEC, and he has now agreed.

So, I send this on with his approval. I believe it is important for SEC to consider this alternative view, from the Dean of this large and important College.

Thank you for your consideration,

Janelle

On Feb 20, 2016, at 11:59 AM, Robert C. Stacey <bstacey@uw.edu> wrote:

Dear Janelle,

Just a couple of further thoughts on my colleagues' arguments with respect to the salary policy.

The view that the only thing wrong with the current salary policy is that we need to have more money to put into it is unconvincing. To me, it is a lot like arguing that the only reason there are famines is because there isn't enough food – whereas in fact, we know quite clearly that famines are rarely caused by a shortage of food. The problem is the way the food is distributed (or, in the case of famine, NOT distributed). With respect to salaries, UW overall has put about 5%/year into salary increases for the past 25 years. But wages for most faculty have not risen that much. So where has the money gone? Except in the Med School (which for the most part is not state funded anyway), retentions are not a major factor in bringing down the overall average faculty salary increase. Much more significant are (1) hiring too many faculty; and (2) hiring too many faculty at the senior level. The current salary system does not prioritize where available salary money should go. Instead, salary hikes for continuing faculty, retentions, senior hires, and new faculty hires are all equally possible ways we can use our existing faculty salary dollars. Under the new plan, salary hikes for continuing faculty would, together with retentions, become the top priority for these dollars. So, in that sense, the new plan gives deans less “flexibility” with respect to the purposes to which they allocate faculty salary dollars. Most of my colleagues see this as a bad thing. They want maximum flexibility to do what is best for their school or college. I think such flexibility has historically worked to the detriment of Arts and Sciences; and so long as the professional schools continue to be permitted the flexibility to hire overly-large numbers of senior faculty (instead of junior faculty) paid for out of state funding allocations (which of course A&S does not receive, at least at this point: our budget is 99.5% derived from our ABB tuition revenues), A&S will continue to suffer from the “flexibility” permitted under the current salary plan. In short, the old system has allowed all of us to ignore the interrelationship between retentions, new hires, merit raises, and senior hires. The new system chooses between them by prioritizing merit raises for continuing faculty. I think that is good.

Second, I am frustrated by the idea that the 8% “cap” on tier increases (that is to say, that this is 8% of your salary OR 8% of the average UW salary, whichever is lower) is unfair to the highly paid faculty in some of the professional schools. This cap was put into the system for two reasons: first, and most importantly, because this cap DOES produce a pattern consistent with the actual behavior of professional school salaries. That is to say, professional school salaries (Law and Business, in particular; obviously this does not apply to Social Work) start high, rise rapidly in the early years, but then flatten out as faculty get more senior. This takes us to the second reason for the cap: without it, the new salary system would bankrupt us. Salary increases for a relatively small number of people at the very top of the scale would

take too much money away from everyone else. But the same is also true of the current salary system. If we give excessive amounts of salary money to the top 5%, then there isn't enough money left over for the rest of us. (Sound familiar????). So IN FACT, professional schools do NOT give huge dollar value increases to their most senior faculty. But some of the deans object to the new system anyway, because they "perceive" these caps as unfair (not because they ARE unfair; they just PERCEIVE them as such). It just doesn't make sense to me. Moreover, retentions continue in the new system. If a highly paid faculty member is lagging behind her peers, her College can still do a retention adjustment.

Third, the point about the new system inscribing existing salary inequities with respect to race and gender is a red herring. The current system is how these inequities were created. The new system has a variable adjustment (which the current system lacks) which can be used specifically to address such inequities.

I have had no success convincing my colleagues of any of this, but these are the arguments between us.

All the best, Bob

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