

University of Puget Sound
Faculty Meeting Minutes
February 7, 2005

1. President Thomas called the meeting to order in McIntyre 103 at 4:04 p.m. Forty-three voting members of the faculty were present by 4:15 p.m.

2. The minutes of the December 6, 2004 faculty meeting were approved as distributed.

3. In response to President Thomas' call for announcements, Associate Dean Bill Barry announced the need for additional sections of freshman seminars next year, 2005-2006.

4. President Thomas reported that applications for admission to the fall 2005 entering freshman class are running 10% ahead of last year. He said that the quality of the applicant pool was very strong and the diversity of the class was about the same as last year, although the number of African-American applicants was higher.

President Thomas reminded us of the Talloires Declaration signing event this Thursday, February 10, 2005 at 4:30 p.m. in the Wheelock Student Center Rotunda. He also reminded us of the science center official groundbreaking ceremony at noon on Friday, February 18 at Thompson Hall. He said the entire community was invited. President Thomas expressed appreciation to the faculty and students who were enduring the disruption of the construction.

President Thomas said he was preparing a vision statement for presentation to trustees at their upcoming February meeting. He thanked faculty committees who had produced reports that were feeding into the vision statement on strategic issues concerning, among others, a center for health sciences, the Slater museum, and arts and culture organizations. He said that after the Board meeting these conversations will expand as the vision takes shape and as strategic planning for realizing the vision occurs.

5. Academic Vice President Kris Bartanen deferred her report until the faculty salary agenda item.

6. Faculty Senate Chair Bill Beardsley had no report.

7. We then turned to a discussion of faculty salary recommendations. President Thomas thanked faculty who served on the Budget Task Force (BTF) and on the Faculty Salary Committee (FSC), who, he said, had done good work on this issue. President Thomas said that when he met with the BTF last fall he had identified two important strategic issues: (1) the erosion of faculty and staff salaries in the face of rising operational costs and reduced federal aid, and (2) the need to invest in our development office to increase gifts and support for the university's programs.

President Thomas then asked Dean Bartanen to provide context for the ensuing discussion of faculty salary recommendations. Dean Bartanen said that the purpose of today's discussion

was to solicit faculty ideas for allocating salary funds. She said that, while the FSC had recommended an across-the-board increase of 3.5% plus \$207,000 to enhance the faculty salary scale, the BTF had been able to provide 3.3% plus \$80,000 (\$60,000 for salaries and \$20,000 for accompanying benefits) to be allocated by the dean in consultation with faculty. She spelled out several of the possible options.

Dean Bartanen reminded us that about fifteen years ago the trustees affirmed the goal of having faculty salaries that were highest among northwest comparison schools and in the top quartile among national comparison schools in order to be competitive in attracting top faculty. At that time tuition was increased to support this goal. The goal was achieved and maintained for several years, but recently Whitman and Reed Colleges raised faculty salaries to ease us out of the top spot among northwest schools. She said we were number one through 1999; we were number two through 2002; and we have been number three since then. The question is, are our faculty salaries still competitive so that we can attract and retain the best faculty? She said that the trends were affected somewhat by the fact that the colleges in the comparison groups have changed since the trustees established the goal. Currently the northwest comparison group includes only Whitman, Reed, Willamette, and Lewis and Clark, and no longer includes such schools as Seattle University, Seattle Pacific University, Whitworth, or Gonzaga.

Dean Bartanen listed the schools in the original and the current national comparison groups. She said our faculty salaries are number three among the eleven schools in the old group, but are not in the top quartile among the 23 schools in the current group, although we are in the top half. Dean Bartanen said that the trustees have not revisited the faculty salaries goal in terms of the current comparison group, but they do ask every spring how we are doing in terms of attracting excellent faculty. Both Terry Cooney and she have noted in recent strategic planning discussions that faculty compensation is increasingly becoming a concern.

Dean Bartanen then described how the faculty salary process works. She said that first is determined how much of the available funds are required to adjust salaries based on steps and promotions, and the remainder is available for across-the-board increases. She said that last year 2% was available total, with .5% going for steps and promotions adjustments and 1.5% going for across-the-board increases. This year she calculates that only .1% of the available 3.3% is required for steps and promotions. The remaining amount plus the \$80,000 are available for any adjustments to the faculty salary scale. Noting the staff compensation study completed a couple of years ago, Dean Bartanen praised and thanked members of the FSC for accomplishing what amounts to a faculty compensation study in terms of their work this year.

Robin Foster and Doug Goodman then presented the faculty salary recommendations of the FSC. Other members of the FSC were Ken Rousslang and Jeff Matthews. They distributed a six-page handout (attached to these minutes in two parts) that consisted of various tables and graphs from FSC's proposal to the BTF (see <http://www.ups.edu/community/fsc/fscproposals.htm>), as well as a new summary table of options for us to consider today in light of the recent BTF recommendations.

Foster thanked the BTF for using the FSC's work in its deliberations. She discussed the handout briefly, pointing out that the average growth in Puget Sound faculty salaries was less since 1995 than at comparison schools for all faculty ranks, but particularly for associate and full professors. This erosion led to the FSC's recommendations to the BTF to raise faculty salaries 3.5% and in addition to boost senior faculty to a relative position with comparison schools that is consistent with our relative position at the assistant professor level.

Foster said that, because the BTF could not fund the full amount to make the full adjustments to the salary scale, the FSC prepared several different options for using the \$80,000 that the BTF actually did recommend be provided. Doug Goodman then presented these several options. He said that the FSC proposal to move associate and full professors to a more competitive position was based on target indices of 1.240 for associate professors and 1.665 for full professors as multiples of assistant professor salaries indexed at 1.000. These rates would put salaries for all ranks midway between the average and the top quartile among national comparison schools. To accomplish this would cost roughly \$240,000. Because the available \$80,000 was one-third that amount, Goodman pointed out that one possibility was to make one-third of the recommended adjustment this year with subsequent adjustments in future years. Another possibility was to use some of the across-the-board money to supplement the \$80,000 in order to implement a larger portion or even all of the recommended adjustment in one year. Goodman supported the latter option, saying that the FSC believed "going the full distance" was appropriate.

Goodman said that what the FSC was seeking in this meeting was authority to work with Dean Bartanen on use of available funds and, in addition, guidance on which of the various options faculty favor.

Keith Ward asked if the FSC had considered faculty salary issues beyond next year. Goodman responded that once the transition is made, the relative salaries could be more easily maintained, but that the exact dollar situation beyond next year cannot be known yet, although the long-term goal is to achieve the trustees' goal for faculty salaries.

In response to a question from Karin Sable about erosion in benefits, Goodman said that the FSC historically has not analyzed benefits in detail because comparisons of benefits across schools are less certain than are salary comparisons. Vice President for Finance and Administration Sherry Mondou said that benefits comparison data were problematic because certain benefits were not included, such as tuition exchange and early retirement benefits. She added there is a need to take a close look at comparison benefits data, but that this is difficult because, as the result of varying demographics and other factors over time and across schools, benefits data reflect actual use of benefits rather than benefits availability.

Bill Barry commented that an issue for the future is increasing the size of the faculty. He said that in the future we should consider using discretionary BTF money to increase the number of tenure lines.

Mark Largent said that he concluded from the data presented that associate professors are the ones falling the furthest behind, yet most of the proposed adjustment is in the salaries of full professors. He argued that it is at the associate level that we are likely to lose people. Dean Bartanen responded that the associate level is “tricky to deal with” because its composition fluctuates dramatically over time. For example we now have many associates at the lower end of the scale, whereas just a few years ago there were many at the top end. That, she said, is why the index numbers are more useful in the context of this analysis than actual salary dollars.

Andy Rex asked how the faculty could best advise Dean Bartanen as a group. She responded, either by (1) a motion of preference, or (2) email commentary sent to her.

Michel Rocchi M/S/vote recorded later “to accept Option #1, the full adjustment to the faculty salary scale, as its recommendation to Dean Bartanen.” This would yield relative indexes of 1.000, 1.240, and 1.665 for assistant, associate, and full professor salaries, respectively, and would also allow a 2.2% across-the-board salary increase.

Bruce Mann spoke in favor of the motion, saying that this was a step toward meeting the trustee goal. John Hanson spoke against the motion, saying it was important to keep salaries at the assistant and associate levels strong in order to attract good faculty. Andy Rex responded that new faculty would look at the whole salary scale and would be impressed by commitment to salaries at all levels, not just during the first few years. Travis Horton said he was concerned about the way the comparisons were made at the full professor level. He said the increase in salaries at comparison schools may just be the result of the recruitment there of expensive full professors, making it appear that Puget Sound was falling behind. He said he favored an option that provides a bigger increase for assistant professors.

Doug Cannon and Keith Ward spoke in support of the motion. Ross Singleton praised the work of the FSC and a round of applause followed. David Scott asked if the trustees would likely support an adjustment of the faculty salary scale based on these indexes. The consensus was that this was consistent with their overall goal for faculty salaries.

David Droge asked if there were yet available projections of increases in health care premiums next year. Sherry Mondou responded that an increase of 14% was likely. Droge commented that older faculty are more likely to need health care, a consideration that stands in support of the motion.

Jim McCullough said he hoped that next year the BTF would give serious consideration to adding faculty tenure lines rather than raising salaries. He said he thought “it was a shame” that didn’t happen this year as a way to help relieve the faculty workload problem.

At 5:30, Bill Haltom M/S/P “to extend the meeting for 15 minutes.” Haltom then spoke in favor of the motion, arguing we should support the FSC unless there are compelling reasons not to. **Rocchi moved to close debate which was agreed to by consensus. The main Rocchi motion then passed on a voice vote.**

President Thomas thanked the FSC “for a strong piece of work.”

Faculty Senate Chair Beardsley suggested that we defer discussion of the next item on the agenda, the proposed change to the faculty code, until the next meeting when we will have more time to consider it.

We adjourned at 5:34 p.m.

Respectfully submitted,

John M. Finney
Secretary of the Faculty

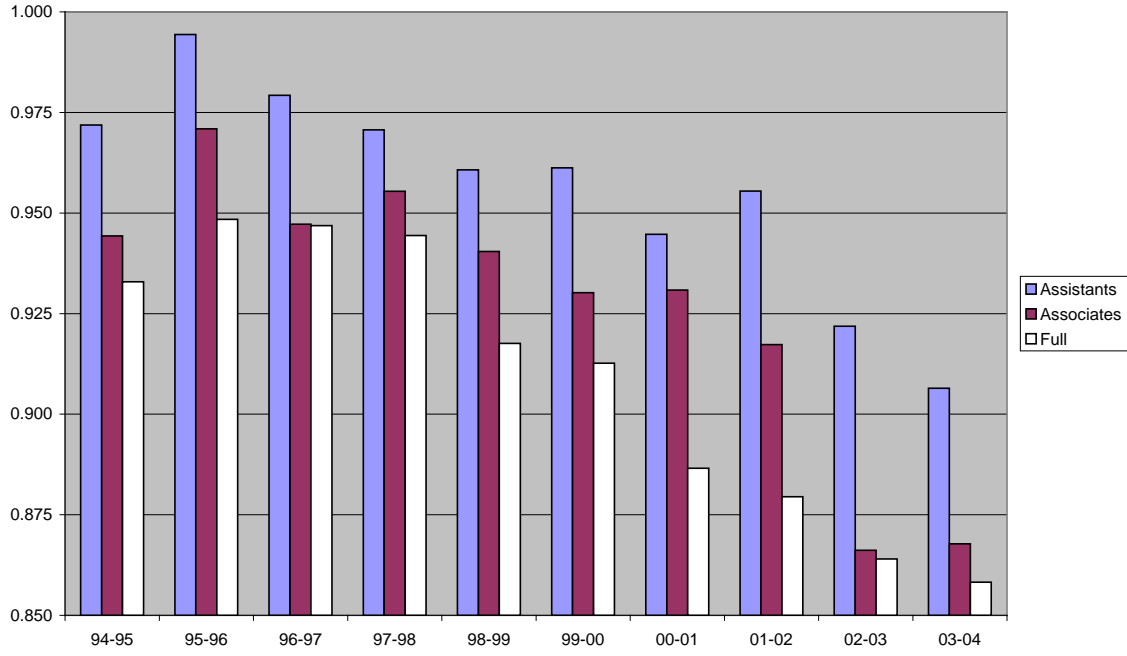
Faculty Salary Committee
Summary of Findings

**The University of Puget Sound Professor Compensation:
A Decade of Decline**

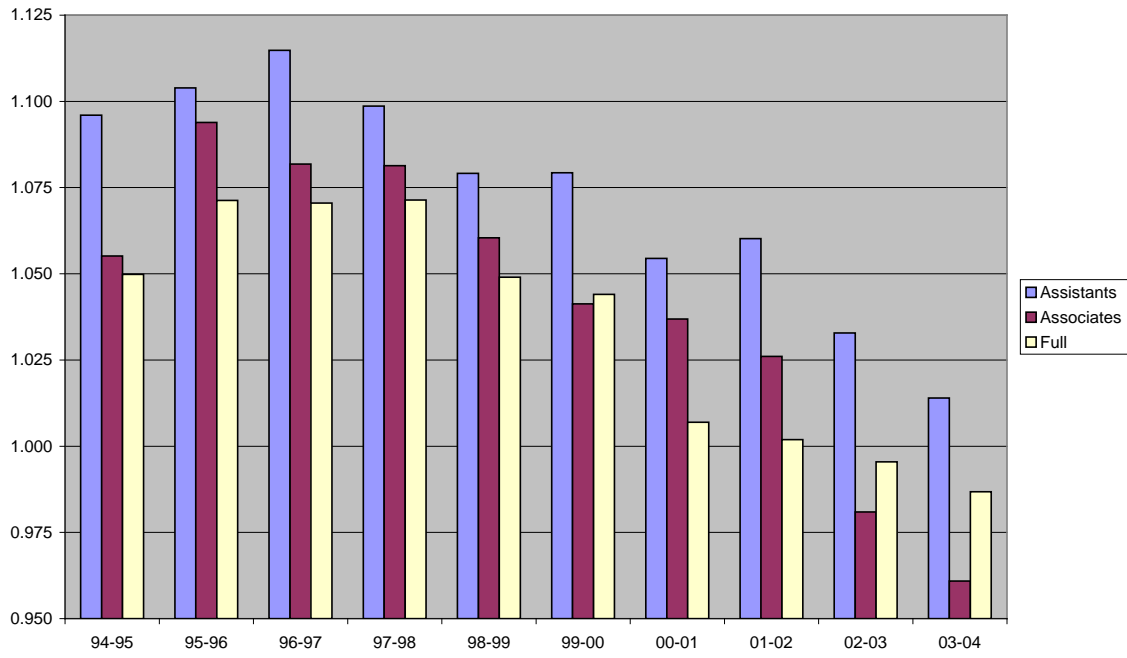
In the mid 1980s the Trustees adopted the goals set forth by the Long-Range Planning Committee with regard to UPS faculty compensation. The goals were to achieve and maintain the top position in compensation among Northwest Colleges and to be within the top quartile of National Comparable Institutions. The compensation goal had been achieved by FY95, a decade later. However, this document clearly demonstrates that we have not maintained that position. From FY95 through FY04 our relative compensation has declined dramatically. Specifically, our findings include the following:

- 1. UPS salaries grew at a fraction (three-fourths) of the pace of our comparison college groups.**
- 2. Our salary rank has declined.**
 - From the top position among our Northwest Peers to the median position – third out of five.**
 - Our salary position fell from the top quartile of our National Peers to the bottom of the second quartile.**
- 3. We estimate that UPS salaries will fall to the third quartile within two years if current salary growth rates continue.**
- 4. UPS benefits have suffered even more than our salaries.**
 - Benefits at other comparison colleges have grown seventy–five percent faster than benefits at UPS.**
 - As a result our benefits are below the average of every comparison college group.**
- 5. Salary for Associate and Full Professors relative to Assistant Professors is less at UPS than at every other comparison group.**

**Total Compensation:
UPS v top 25%**



**Total Compensation:
UPS v National Peers**



FSC Recommendation

Full adjmt to proposed salary scale
and 2.2% across the board increase

Salary Scale:FY2005 Our current salary schedule

Salary Scale:FY2006 Option #1

Rank	FY05 SALARY	percent change	INDEX	Ave Index	FY06 SALARY	percent change	INDEX	Ave Index
Assistant 1	\$48,357		1.000		\$49,421		1.000	
Assistant 2	\$49,566	2.50%	1.025		\$50,656	2.50%	1.025	
Assistant 3	\$50,774	2.44%	1.050		\$51,891	2.44%	1.050	
Average	\$51,379			1.000	\$52,509			1.000
Assistant 4	\$51,983	2.38%	1.075		\$53,127	2.38%	1.075	
Assistant 5	\$53,192	2.33%	1.100		\$54,362	2.33%	1.100	
Assistant 6	\$54,401	2.27%	1.125		\$55,598	2.27%	1.125	
		<u>2.38%</u>				<u>2.38%</u>		
Associate 1	\$59,189		1.194		\$61,382		1.242	
Associate 2	\$60,397	2.04%	1.219		\$62,635	2.04%	1.267	
Associate 3	\$61,606	2.00%	1.243		\$63,889	2.00%	1.293	
Average	\$62,801			1.222	\$65,128			1.240
Associate4	\$62,815	1.96%	1.267		\$65,143	1.96%	1.318	
Associate5	\$64,024	1.92%	1.292		\$66,396	1.92%	1.343	
Associate6	\$65,185	1.81%	1.315		\$67,600	1.81%	1.368	
Associate7	\$66,394	1.85%	1.340		\$68,854	1.85%	1.393	
		<u>1.93%</u>				<u>1.93%</u>		
Full 1 (Yr 1-5)	\$78,251	per year	1.579		\$79,973	per year	1.618	
Full 2 (Yr 6-10)	\$81,868	0.91%	1.652		\$84,757	1.17%	1.715	
Average	\$83,660			1.628	\$87,439			1.665
Full 3 (Yr 11-15)	\$85,446	0.86%	1.724		\$89,827	1.17%	1.818	
Full 4 (Yr 16+)	\$89,073	0.83%	1.797		\$95,199	1.17%	1.926	
		<u>0.87%</u>				<u>1.17%</u>		

Two-thirds adjustment: Use \$80,000 and 0.5% of "pool" to adjust senior faculty two-thirds of the way. 2.7% across the board.

Salary Scale:FY2006 Option #2

FY06 SALARY	percent change	INDEX	Ave Index
\$49,663		1.000	
\$50,904	2.50%	1.025	
\$52,145	2.44%	1.050	
\$52,766			1.000
\$53,387	2.38%	1.075	
\$54,628	2.33%	1.100	
\$55,870	2.27%	1.125	
	2.38%		
\$61,384		1.236	
\$62,637	2.04%	1.261	
\$63,891	2.00%	1.286	
\$65,130			1.234
\$65,145	1.96%	1.312	
\$66,398	1.92%	1.337	
\$67,602	1.81%	1.361	
\$68,856	1.85%	1.386	
	1.93%		
\$80,364	per year	1.618	
\$84,768	1.07%	1.707	
\$87,215			1.653
\$89,414	1.07%	1.800	
\$94,314	1.07%	1.899	
	1.07%		

One-third adjustment: Use \$80,000 and none of the "pool" to adjust senior faculty one-third of the way. 3.2% across the board.

Salary Scale:FY2006 Option #3

FY06 SALARY	percent change	INDEX	Ave Index
\$49,904		1.000	
\$51,152	2.50%	1.025	
\$52,399	2.44%	1.050	
\$53,023			
\$53,646	2.38%	1.075	
\$54,894	2.33%	1.100	
\$56,142	2.27%	1.125	
	2.38%		
\$61,383		1.230	
\$62,636	2.04%	1.255	
\$63,890	2.00%	1.280	
\$65,129			
\$65,143	1.96%	1.305	
\$66,397	1.92%	1.330	
\$67,601	1.81%	1.355	
\$68,855	1.85%	1.380	
	1.93%		
\$80,755	per year	1.618	
\$84,801	0.98%	1.699	
\$87,029			
\$89,050	0.98%	1.784	
\$93,511	0.98%	1.874	
	0.98%		

000
r faculty
board.

**Ave
Index**

1.000

1.228

1.641