

Allocating Faculty Raises Case Studies

UW ADVANCE Leadership Workshop for Department Chairs

November 17, 2015

Instructions: You will have 25 minutes for this activity. Please read through the following 3 case studies. After having read through the case studies on your own, decide as a table which of the 3 case studies you would like to discuss as a group. Please record your group's strategies on this document and turn it in at the end of the session. We will compile all the strategies and share the results with all workshop attendees after the workshop.

What follows is a list of ideas brainstormed during small group discussions of faculty raise allocation case studies. The responses represent the opinions and ideas of the workshop attendees. Any opinions, conclusions, or recommendations expressed do not necessarily reflect the view of UW ADVANCE or UW.

Scenario #1:

You look at the salary data in your department and discover that, on average, your female full professors are paid 90% of what your male full professors are paid. It's now time to allocate raises. The female full professors have all been rated meritorious. What do you do?

- Give extra disproportionately to the female full professors across the board
- Use pre-emptive retention mechanism
- Make local effort, then go to the dean
- For structural issues of that magnitude, go to Dean/Provost (after palliative measures within the department to the extent possible)
- Deal with most egregious cases
- Can't get there with merit

Scenario #2

An associate professor who has been in rank for a very long time, received lower-than-average salary increases over a number of years, and thus has a lower salary than their peers. Then, after this lull, the associate professor rallies, becomes productive again, and is finally promoted to full professor. If the faculty member had a number of years of low or no productivity before revamping their research program, should all of that now be forgiven? Or should the faculty member continue to earn less than peers, even though their research program is now up and running again? Does a period of low productivity affect a faculty member in perpetuity?

- Keep them in the average. we can't justify pulling him/her to the level of top paid faculty
- More years of higher productivity, the higher you go
- Salary is accumulation of total record, leave low
- If cumulative record of unproductivity is due to legitimate reasons (family, change of fields...etc.), then the productivity reset is significant case for increasing salary. Otherwise not.
- Yes, they should continue to earn less. Salary should reflect the faculty member's career work to date, not just the last year
- Reward for current activity, supplement with other resources if possible. But no intent, or desire to make up salary differential for years of limited productivity unless due to illness or other justifications
- Time function for activity/inactivity. Long term inactivity will result in lower salary
- The issue may not be black and white. Consideration should be given to those who have legitimate reasons for unproductivity, such as health issues, child care, family care, new subfield
- Active surveillance of merit with a far getting function – the longer the time since fallow the more effort should be applied to equalize salary

Scenario #3

Some faculty in a department have been proactive seeking and receiving retention offers, which have resulted in salary gaps with their peers in the department. Other faculty, who are also outstanding, do not pursue outside offers because they are either place-bound to Seattle for family reasons or not interested in leaving UW. How would you address the resulting salary inequities?

- By disproportionately allocating extra merit to productive faculty who did not go out and get a retention
- Look at salary differences when allocating funds for addressing salary inequality – those with lower salaries receive (larger) adjustments
- Retention offers already have merit in them (paid in advance) so annual merit raises should go to the remaining faculty
- Consider that retained faculty have already been rewarded and work on compression on lower salaried faculty
- If these inequalities are severe only a unit adjustment can solve such issues
- Does the action of a chair to stop retention lead to this issue? Do women get their requests for retention ignored?
- Subfield variance in outside desirability
- How to avoid popularity contest?
- The chair has tremendous power. What are the checks and balances?
- Pre-emptive mechanism (The fact that they are place bound is not relevant if they are equally meritorious as those who receive competitive offers)
- Get a pre-emptive raise for the person (How do you know they are place bound?)
- Creates negative situations in the department – use pre-emptive raises
- Limit the future percentage increases for a faculty member who has received a large retention raise
- Encourage highly meritorious faculty to seek outside offers as a way to facilitate granting a larger raise to the individual
- Make sure all your faculty know they should come to you if they get outside encouragement to apply for a job (not everyone knows how to play the game)
- Do all possible to support the highly meritorious faculty who do not elect to entertain outside offers. Those who do have high salaries due to retention are rarely given more than a token percent over 2 percent
- Accept some differences in pay across sub-disciplines
- Look at the money you have and do the right thing
- Integrated value to the department
- Transparency
- Use negative residuals in regression
- Look for opportunities to equalize at merit review

- Result of gender biases
- Tension between clear, measurable merit criteria and addressing inequalities
- Conflict between developing department and fixing problems you have
- Weighting – based on negative residuals applied to merit scores, maybe normalized for rank
- Active surveillance for inequity
- Give the retained faculty members lower than average raise over the next few years and make it up to the others