

AAUP board, University of Washington

29 January 2013, UW Club, 3:30 to 6 pm

Attendance:

Executive board members:

Rob Wood, Atmospheric Sciences, President
Dan Jacoby, UW Bothell Interdisciplinary, Vice-president
Amy Hagopian, Public Health, Secretary
Janelle Taylor, Anthropology, Treasurer

At large board members:

Jack Lee, Mathematics, (and, incidentally, VC of faculty senate)
Steve Buck, Psychology
Jane Koenig, School of Public Health emeritus
Jay Johnson, School of Environmental and Forest Sciences, emeritus
Diane Morrison, School of Social Work
Lucy Jarosz, Geography, list server
Chuck Bergquist, History emeritus
Christoph Giebel, Jackson School of International Studies, and History
Ann Mescher, Mechanical Engineering
Duane Storti, Mechanical Engineering
Randy Beam, Communications

Guests:

Scott Clifthorne, AAUP NW Coordinator <sciflthorne@aaup.org> 415.810.0652
Katie Baird, Economics, Chair of Faculty Assembly at UW Tacoma
Libbi Sunderman, Interdisciplinary Arts & Sciences, UW Tacoma lecturer (lecturer affairs committee chair)
Pam Joseph UW Bothell in Education, senior lecturer
Nancy Beadie, College of Education, Seattle
Marjorie Olmstead, Physics
Katie Bunn-Marcuse, visiting lecturer American Indian Studies, Burke Museum
Karen Rather, Communications, lecturer

Agenda:

Greetings, Approval of Minutes, Review of Action Items
Work study position and budget number update
Pre-emptive retention offers
Update on Academic Student Employee (ASE) contract with UW
AAUP support for Seattle teachers struggle against standardized tests
Organizing for the Summer Institute
Special Section on Contingent Faculty Issues [Dan Jacoby organized this]

- The Faculty Council's Report on Non-Ladder faculty [Marjorie Olmstead]
- Reports from UW Tacoma and UW Bothell [Elizabeth Sunderman, Katie Baird]

1. We voted to **approve the minutes** of 27 November 2012 meeting.
2. Review of selected action items:
 - a. ***Jack to ask about the feasibility and desirability of distributing semi-annual messages inviting membership.***

Jack Lee reported Jim Gregory feels we should not use the Senate mailing list to solicit AAUP membership. Diane assembled a list of all UW faculty from the directory, and there is a list of email addresses in that excel file we could use for a membership solicitation. Alternatively, we could ask Academic HR for a full faculty list, which includes all contingent people. Christoph had already agreed to serve as membership secretary. Rob is working on an on-line membership sign-up for payroll deduction for our website.

b. Rob will begin an archive on the website of versions of the faculty handbook. To start, he'll capture the current faculty handbook.

Rob is starting to archive versions of the faculty handbook, as recommended at last year's AAUP summer institute. The faculty handbook is now referred to by the University as a "policy directory," which is perhaps a little disturbing. This archive will be maintained at our website.

c. Rob will work with Diane and Ann to outline a "state of the faculty report," including compiling faculty salary data.

Rob has started to look at the big faculty salary file get this project going. It's a big task.

d. Steve to look into the promotion process issue

Steve Buck reported on the efforts to open up the promotion process. There is draft Class A legislation that is under consideration by the Faculty Affairs Council, to go to SEC soon. At every stage of the system (up to and including a recommendation by the dean), the faculty member has an opportunity to know what the issues are and has an opportunity to respond.

3. Work study position and budget number update

Amy reported the hiring of a work study student would be much easier if we had a formal university budget number. It's been difficult to find out how to do this, but eventually we found Greg Henderson in financial accounting who is helping us to establish an "agency account." This requires having a more established fiscal home on campus, an existing department that would sponsor us. It seems a little odd to ask that to be whatever department houses the current AAUP leadership (eg, atmospheric sciences). Chuck suggested the idea that the Harry Bridges Center for Labor Studies would be a logical home. We all agreed that was a good home, and Amy will now pursue both the budget number and announcing the work study job opportunity.

4. Pre-emptive retention offers

Christoph submitted a request for information to the Senate in Fall 11 for information on retention offers issued after July 1, 2011 (Executive Order 29 ended June 30, 2011). The intent was to track how retentions were made at a time when no merit raises were available, but considered first priority. After RFI, provost asked him and senate leaders to discuss the issue, as they appeared not to have realized they were in the EO-64 territory which mandates merit raises before retention allocations. Investigators (Christoph et al) found retention offers were not rare and were overwhelmingly "pre-emptive." The provost at the time (Doug Wadden) agreed it was a problem. They tried to find a way to make it work with EO-64, to say that zero "increase" for merit was an across-the-board increase, so we can now give retention increases. BUT it was agreed that preemptive retentions should at least be curtailed during austerity. In early December 2012, however, there was a report on the issue, indicating these offers even steeply increased over last year, and the ones issued as counter-offers fell from 15% to 13% of the total while state funds for retentions rose from 18% TO 33%. Once again, it's postponed to the next meeting. It seems the UW strategy is to run out the clock on these until there is money again for merit increases. The Code says we need an equal merit increase before pre-emptive retentions. Most agree, however, that if there are real competitive job offers, we need to be in a position to

make counter-offers. During austerity, we are asking the huge majority of the faculty to go without increases. Overwhelmingly, in the early phase of the austerity, the pre-emptive increases were in Medicine, probably without state funds. Now Arts & Sciences is increasing its number of pre-emptive retentions, and almost a third are using state funds. In year four of the absence of formally-allocated funds for merit increases, the retentions offer a backdoor salary system open to gaming and arbitrariness. Those who don't get these increases are also subject to higher teaching loads since retention offers often include teaching reductions.

Janelle noted that priority for sabbatical leave is now regularly included among the elements of (pre-emptive) counteroffers, and correspondingly less readily available to the majority of faculty who do not seek or receive such offers.

What would we like to see?

- a) We need stricter standards for retention offers;
- b) When someone gets an offer, there could be a one-time package including a fixed bonus, without ongoing repetition of that amount;
- c) Administration to actively remind chairs they are supposed to consult with the faculty on these matters, and we could provide an annual schedule for this review;
- d) Have a clarification of whether these raises are allowed under the Code right now;
- e) Improve the policy to distinguish between conditions required for pre-emptive and counter-offer retentions;
- f) Clarification of how these matters would be handled differently in the Health Sciences, if at all, and
- g) An annual report to the faculty to require some accountability.

Jack noted there is no language in the Code to distinguish between pre-emptive and responsive retention offers, so perhaps if any retentions are illegal, then perhaps they are all illegal. It would not be helpful to pursue canceling these offers, however, because that would create chaos.

Jack reported that Provost Ana Mari Cauce seems likely to promulgate a 2% "regular merit" raise for all meritorious faculty in the coming fiscal year, with some funding in the Code's "additional merit" category. Her instructions to Deans will probably recommend that most of the additional merit be distributed equally to all meritorious faculty, except those who have received recent retention offers or have been recently hired.

Christoph says there is a Code option to give people an equal DOLLAR raise, not just equal percentage increases. Why wouldn't that be pursued? It would be much more equitable to those at the bottom of the salary scale.

It will all be discussed in the next SEC meeting, and then needs to be brought to the full Senate. There is so little transparency, and the distribution of these pre-emptive raises is so inequitable—little to the branch campuses, for example.

There was some humorous talk about departmental culture, and how it varies and whether it needs to be respected to the point whether it trumps the Code. What is the role of ABB subsidies in this formula? Jack noted Medicine gets an ABB subsidy now, but as this is phased out, they could lose positions over time. The retention raises are inconsistent with subsidy maintenance.

5. Update on Academic Student Employee (ASE) contract with UW

Our AAUP board approved a resolution supporting the Academic Student Employees union on its contract dispute with the UW last month. Rob reported on the case:

- The issue of the University's willingness to pay TA employees' graduate student fees has been in arbitration for months (the UW claiming that since grad students *voted* to pay some of these fees, they shouldn't be covered by the UW, even though the contract doesn't distinguish between voted fees and other fees)
- The arbitrator initially ruled in favor of the ASE, but the UW refused to comply
- We passed our resolution supporting ASE
- The arbitrator ruled a second time in the students' favor, and now it's back in negotiations.

Scott noted the ASE union has good counsel. This looks like stonewalling to us, but as there is no role for us at this point, we will watch as this proceeds. Faculty have an interest in attracting good graduate students, so this matters to us even beyond the social justice concerns.

NEWS FLASH (post-meeting): UW decided to waive the fees as set out in the collective bargaining agreement. TAs and RAs will be getting full reimbursements plus interest for fees we were wrongly charged, and UW will phase in remittances for the contested fees in the future. Moreover UW will not continue challenging the arbitrator's decision in court, so the collective bargaining agreement will have strong protections against new fees for future years.

6. Proposed AAUP resolution for Seattle teachers' struggle against standardized tests

Bothell Education Faculty member and AAUP member Wayne Au proposed a resolution to support Seattle teachers as they boycott the MAP test administered to students up to 3 times per year in Seattle schools (it's a district test, offered along with state tests that are conducted about twice per year—for a total of five tests per year). Janelle urged us to re-write it to connect to our mission statement. Board members voted to support the issue in principle, with a commitment to fine-tune the content.

[note: the resolution adopted later via email reads as follows]:

AAUP-UW Expresses Support for Seattle K-12 Teachers Opposing Flawed Standardized Tests

The University of Washington's chapter of the American Association of University Professors (AAUP) works to uphold faculty academic freedom, a public good that ensures the highest level of teaching, research, scholarship and service. Our mission is to advocate for faculty being at the forefront of all academic decisions of our own University through meaningful shared governance, and we believe a similar standard should apply to K-12 education. Our nation's well-being relies on a high-quality public education system that prepares students for college, careers, citizenship and lifelong learning, and strengthens the nation's social, political, cultural, and economic well-being. The University of Washington in particular relies on the state's public schools to produce college-ready graduates who can succeed in our degree programs. In light of these commitments, we support the decision of teachers at Garfield, Ballard, Sealth, the Center School, Orca K-8 and other Seattle Public Schools who have decided to refuse to administer the Measures of Academic Progress (MAP®), a standardized test that has been imposed despite teachers' principled objections on pedagogic grounds. In keeping with our organization's commitment to faculty oversight of academic matters, AAUP-UW contends that teachers should be regarded as educated professionals fully qualified to advise the School District with regards to assessment of students learning. AAUP-UW therefore calls upon the Seattle Public Schools superintendent to work with teachers to develop a more adequate measure of student progress, and opposes punitive measures against Seattle teachers who are boycotting the MAP test.

7. Organizing for the Summer Institute

The AAUP *national* Summer Institute, attracting 400-500 AAUP members from across the country, will be in Seattle July 25-28. Scott Clifthorne noted the purpose of the summer institute is to strengthen our skills and resolve to respond to threats to academic freedom wherever they may occur. The host chapter traditionally does some work to supplement the academics of the conference with evening social events. Generally this includes 5 events, scheduled this year as follows:

1. Thursday morning (July 25) labor tour, starting at the Kane Hall Pablo O'Higgin's murals; we're working with Ross Rieder, President of the Pacific NW Labor History Association on this.
2. Thursday evening welcome banquet with a speaker (where should we do this?)
3. Friday evening social event (Tillicum Village?)
4. Saturday evening social event (a Seattle park with a food truck or two?)
5. Sunday morning farewell breakfast

Rob, Amy and Jay volunteered to serve on the social committee, being socialists as they are.

8. Special Section on Contingent Faculty Issues [Dan Jacoby, facilitator]

Marjorie Olmstead reported on a June, 2010, survey of non-ladder faculty at the University of Washington, conducted when she was co-chair of the Faculty Council on Women in Academe (she is now chair).

This was the third in a series of reports on faculty careers at UW. Faculty Council on Women in Academe (FCWA) also surveyed voting faculty in 2008 and 2009. The majority of non-ladder faculty positions are held by women, and non-ladder faculty are 50% more likely to be female than are ladder faculty (56% vs. 37%). In a period of financial exigency, this can create a gendered at-risk population. To develop a more nuanced understanding of the non-ladder faculty experience than was available in earlier data, FCWA conducted a survey in 2010 of all non-ladder faculty, both voting (288 members) and non-voting (1187 members). There was a 40% response rate to this survey (pretty good!); some said they'd never been asked these questions. Some are very marginally connected to UW—e.g., UW in the high school, Extension faculty, so they typically didn't respond. Full report at http://www.washington.edu/faculty/committees/fcwa/nlf_survey_fullreport.pdf

Marjorie noted the open-ended comments revealed faculty have a deep commitment to students, regardless of ladder status. Many contribute to important committees. Female faculty are less likely to serve on committees that control resources (have power), however. Policies regarding family leave were a significant issue. Across the career cycle, people wanted more mentoring. Uncertainty in employment is a big concern, as part-time faculty have to be reappointed every year. If you're rehired every year, you don't get a merit review, and are sometimes passed over in uniform merit increases, as well. Those with good relations with their chair tend to be happier, but those with a more contentious relationship feel tenuous. Lots of people moonlight to make ends meet, and some people don't get benefits because their time is distributed among too many employers. What is counted as full time varies dramatically from department to department. These are forgotten faculty. In the era of ABB, they are bringing in considerable income. More than 85% of those part-time in Medicine reported they don't know what comprises full time. UW Bothell increased its "full time" definition from 2 courses to 3, thus limiting the number of faculty who can get benefits. Most of these faculty report they have less support and fewer resources for their teaching than their better-protected peers.

Some notes:

- WOT (without tenure) hires are considered ladder faculty.
- The total faculty are now only 43% tenure track.
- Hours dedicated to service vary widely—some teach 100%, some staff programs 100%. Some people feel their time adds to much more than 100%!
- Male ladder faculty report the most career satisfaction among all ladder faculty.
- Getting lists of part time faculty is difficult as it's not collected centrally.
- For people re-appointed annually, we have no sense of how long they've been serving.
- Libi Sundermann said there is a website now for Tacoma non-ladder faculty:
<http://www.tacoma.uw.edu/faculty-assembly/faculty-affairs-committee>

Recommendations were brought to Ana Mari when she was dean, and she was receptive. However, she worried that offering additional rights to another group might put the non-faculty professional and classified staff in an even more precarious position when there are budget cuts. Some non-ladder faculty expressed a belief they comprise the “UW slush fund”—the first to be cut, as staff have union protection.

Even in the recent budget cuts, though, we didn't fire many non-ladder faculty, because they do the bulk of the teaching. How many did we not re-appoint? The number of lecturers has stayed pretty constant. The ratio of lecturers to tenure-track faculty has been constant. Non-ladder faculty are most numerous in branch campuses and clinical departments in the medical sciences. Tenure track faculty are up 5% (1,900 to 2,000) and full-time non-ladder track faculty are up 20% (278 to 333) in the last 10 years. Reappointments are not automatic. There was a hold up last summer in one appointing unit, and contracts were late.

Recommendations:

- 1) Make an effort to decrease the employment uncertainty by providing multiple year appointments
- 2) Clarify policies for merit review and re-hiring criteria
- 3) Full time employees at UW should make a living wage, and length of experience should be rewarded
- 4) Workloads should be humane, standardized, and transparent
- 5) role of research and service in their merit calculations vary, so transparency is important and within-unit consistency is important
- 6) Service time length should be rewarded
- 7) Little niceties of recognition, such as IMA membership or parking
- 8) Those eligible for promotion should have clear criteria
- 9) Professional and worklife mentoring
- 10) Enhance flexibility policies (professional leave, partial leave w/o pay, medical/family leave), with clarified and transparent eligibility
- 11) Voting rights policy should be widely distributed and publicized
- 12) Deans should encourage chairs to implement better policies
- 13) Address the morale issues
- 14) Improve benefits, including coordinating across campuses for faculty who teach at multiple institutions
- 15) Teaching awards
- 16) Continue to collect data, and maintain an HR data base that allows us to extract data to address policy issues

Is there a significant number of people who are part-time by choice? Probably, especially in Professional and Continuing Education (aka “extension”).

Scott reported on an AAUP survey of a similar population nationally, and 80% said they wanted to work full time (but most of whom can't get it).

Q: How many people work at multiple institutions? A: We don't know for sure.

Q: How we can open a zone of safety within the institution for non-ladder faculty to speak out? Katie Baird thanked Dan for his email today, and noted Ana Mari's response was not particularly responsive.

Q: Is a national search really required before we can extend a longer term contract? Who requires it? Why?

The Code change last spring said part-time lecturers could have five-year contracts (this was already for full-time lecturers). Libi (full time lecturer at UW Tacoma) came in to teach world history for a quarter five years ago, and is now teaching 7 courses (3 of which she created), along with service on committees. Still, she is on a year-to-year contract with no eligibility for advancement or more security.

One lecturer has been there 15 years, on year-to-year contract. We are told if they weren't hired in an open search they're not eligible for multi-year contracts or for promotion; but we can keep them as long as we keep reappointing them to one-year contracts. We haven't actually seen that in writing, though, and how is that consistent with the Code? How have universities all over the country made these changes?

How can we find the basis for the ruling that searches are required?

-file a lawsuit

-have a department chair make an appointment and get some pushback, which would require evidence

-Ana Mari says it's federal policy. Cheryl Cameron apparently agrees with this position but is unable to come up with the exact source.

Scott asked the question in the AAUP national office—is there an EEOC requirement to have a national search for multi-year appointments? No one has heard of this before.

Dan noted administrative appointments can be limited to internal searches.

Academic HR rules are trumping the Code, and their word seems to rule.

It seems so odd that EEO rules are being invoked because they protect women and minorities, and they are being used to hurt them instead. Depts have been hiring people like this for years and years without any thought to the implications. The job market is so terrible that hot post-docs could be quite competitive for some of these positions.

One person reported senior lecturers are often well integrated into the campus, but they have higher teaching loads along with admin duties. Tenure track faculty have concerns about all this too. There is discussion of a task force. The VC of academic affairs is not dealing with the labor issues. A number of people in these positions come as spouses, and are willing to trade security for flexibility. Some are scholars, however. We don't have any real identity handles for these positions.

New administrative terminology has served to blur the distinction between the Code and the HR rules. HR requires things that are not in the faculty handbook.

Marjorie reported there were 15 full time lecturers appointed as competitive recruits in May 2010 (and 28 again in October 2011), but 120 non-competitive recruits (155 in 2011).

There are people without funding in the health sciences who cross some of these lines, as well.

If a competitive search is needed, can we establish a process to limit the search to be within our own lecturer pool? We could convert 25 positions per year for the next 5 years in this way.

Libi thinks we should simply extend contracts to 5-year periods, with eligibility for promotion to senior lecturer.

The faculty senate executive committee can refer a question to the “Code Cops” (the Committee on Faculty Code and Regulations).

There are also 600 part-time lecturers, which might be the next tier of what to handle. There are another 500 lecturers in Extension. Some departments treat part-time faculty as members of the faculty, and other departments treat them as The Help.

Jay noted at the Summer Institute this was also a big issue. He wondered if we could organize a forum to point out the shame of this.

Dan would like a panel with people from different ranks and departments who are willing to talk out. If you are subject to renewal, you do not have academic freedom. Libi would be willing to speak out. Katie said that UWT lecturers would feel freer to speak out at a UWS forum than they would at UWT. This is about higher education and about our students. When faculty are not secure, they can be let go in the middle of student thesis projects and not be available for letters of recommendation.

The SEC has the right to interpret the handbook, so requesting an interpretation is something we can do. Probably it's best if that comes AFTER our forum.

Dan noted the “up or out” rules might have a role here—but perhaps you can switch tracks when you don't get promoted.

Lecturers are carrying the burden of teaching disadvantaged students who end up in large numbers at the branch campuses.

Mara DelSosa (sp?) is in San Diego, and might be available to come join a panel.

Sources of information:

Modern Language Association Academic Workforce Summary Data:

http://www.mla.org/acad_work_data?id=236948

Academic Workforce Summary Data

View historic information about staffing patterns at *University of Washington–Seattle Campus* below. This information is drawn from the 1995 and 2009 surveys conducted by the US Department of Education’s Integrated Postsecondary Education System (IPEDS). For more information about the IPEDS data, [click here](#).

TENURED AND TENURE-TRACK FACULTY MEMBERS

	Tenured		Tenure-Track		Total	
	% of Faculty		% of Faculty		% of Faculty	
	Number	Grand Totals	Number	Grand Totals	Number	Grand Totals
1995	1,379	37.3	1,291	34.9	2,670	72.2
2009	1,100	24.1	286	6.3	1,386	30.3
Nonmedical*	961	36.8	267	10.2	1,228	47.0
Medical	139	7.1	19	1.0	158	8.1

FULL- AND PART-TIME NON-TENURE-TRACK FACULTY MEMBERS

	Full-time		Part-time non-tenure-track**		Total	
	% of Faculty		% of Faculty		% of Faculty	
	Number	Grand Totals	Number	Grand Totals	Number	Grand Totals
1995	582	15.8	444	12.0	1,026	27.8
2009	2,061	45.1	1,123	24.6	3,184	69.7
Nonmedical*	695	26.6	688	26.4	1,383	53.0
Medical	1,366	69.7	435	22.2	1,801	91.9

Faculty grand totals (basis for percentages)

1995 total: 3,696; 2009 total: 4,570

Nonmedical: 2,611; Medical: 1,959

* Indicates faculty members employed in all departments not part of an institution's medical school. ** Does not include graduate student teaching assistants.

SEE BELOW FOR STANDING ITEMS

To do items:

1. Amy will pursue work study student hiring
2. Amy to provide a set of revised bylaws & guidance on how to adopt them
3. Dan will work on organizing a panel discussion on higher ed financing, possibly to include Mary King from Portland State (<http://www.pdx.edu/econ/mary-c-king>)
4. Duane to report on his progress with outside work reporting form & intellectual property
5. Duane to report on salary freeze lawsuit
6. Jack to ask about how to more widely distribute semi-annual messages inviting membership.
7. Rob will begin an archive on the website of versions of the faculty handbook. To start, he'll capture the current faculty handbook.
8. Rob will work with Diane and Ann to outline a "state of the faculty report," including compiling faculty salary data.
9. Steve to look into the promotion process issue and how to get this launched

DONE:

1. Amy to talk to Jim Gregory about a labor history tour in Seattle for the Summer Institute
2. Dan will organize a contingency faculty panel discussion (Marjorie Olmstead) for Jan 29
3. Janelle needs help with membership duties. Who would like to be membership secretary? CHRISTOPH volunteered
4. The Executive board will form a summer institute team (Jay, Rob, Amy, Scott)

Upcoming Dates (all times are 3:30, all at UW Club)

Date	Event
Feb 26?	Chapter Board
March 12	Working groups meet
April 23	Chapter Board
May 14	Chapter Board
May 28	Annual membership meeting & awards ceremony

Mission statement:

The University of Washington Chapter of the American Association of University Professors works to uphold faculty academic freedom, a public good that ensures the highest level of teaching, research, scholarship and service. We are accountable to the public and to the judgment of our professions. We advocate for faculty being at the forefront of all academic decisions of the University through meaningful shared governance, and we strive to improve working conditions for all classes of faculty on all of our campuses. We guard against the erosion of faculty status, promote faculty diversity, oppose the privatization of the academy, and advocate to keep higher education affordable and excellent in Washington State.

STRATEGIC PLAN 2012/2013

#	Topical Goal	Lead
1.	Improve conditions for contingent faculty and consider whether current faculty hiring policies promote the best interests of the UW.	Dan Jacoby
2.	Study the state's financing scheme for higher education, with the intent of formulating funding and tuition goals consistent with AAUP values and priorities.	Dan Jacoby
3.	Form a committee to examine the advantages and disadvantages of faculty unionization , demystify the issues, air the concerns, learn from other universities	Rob, Randy, Diane, Scott
4.	Examine the shared governance issues associated with the UW's move towards an on-line learning undergraduate degree completion program , along with concerns about quality and cost.	Steve Buck
5.	Involve the AAUP in the Faculty Council's committee on intellectual property to ensure faculty rights are protected while maintaining the public's interest in its investments in higher education	Duane Storti
6.	Examine the UW's faculty salary policy by participating in the joint faculty/administration advisory committee. Build faculty understanding of " Activity Based Budgeting ," the UW's " Professional and Continuing Education " office that offers fee-based courses outside the tuition system, and other erosions of traditional approaches to salary and academic department support.	
7.	Work to repair the UW's faculty grievance adjudication system , acknowledging our current system is not working, and the Faculty Code is either not being honored or is too weak	
8.	Explore the threats to academic freedom at the UW	
9.	Work to increase the capacity of faculty to provide better oversight to unpaid internships and ensure they are academically valid	
10	Ensure future University administrative position searches are open to faculty participation	
11	Work with the Faculty Senate to define the scope of "advisory" committees	
12	Work with the Faculty Senate to improve the faculty promotions process	

ORGANIZATIONAL GOALS

#	Communications Goal
1.	Publish an annual faculty report on the state of the University, including a report on salary trends for various categories (part-time/by school or department/by gender)
2.	Create a banner to distinguish <i>official</i> communications that are issued from AAUP Board to list-server subscribers
3.	Update and improve the website
4.	Consider hosting our list-server on non-University computer, so we can speak on political issues
5.	Produce a periodic newsletter
6.	Monitor the faculty handbook and any edits thereto on our website (maintain an archive of various versions)

#	Membership Goal
1.	Ensure our paper membership application forms are carried by each of us distribute to our colleagues while personally encouraging their membership (at faculty meetings, in corridors)
2.	Improve on-line access to payroll deduction membership applications
3.	Establish a membership committee chair
4.	Align our membership list with the national AAUP's list from the UW
5.	Establish an AAUP mailbox number to receive campus mail
6.	Launch a campaign to encourage membership from non-tenured faculty

#	Structure Goal
1.	Revitalize our bylaws
2.	Form committees to track our important initiatives: <ul style="list-style-type: none"> • Committee A (in conjunction with national) • Summer institute planning
3.	Appoint publication monitors to add published news items to add items to our list server
4.	Invite a member of the law school faculty to join our board, perhaps as a step towards identifying a legal advisor
5.	Become a formal non-profit entity, perhaps with lobbying rights (501-c-3 or 4)
6.	Establish job descriptions for board members
7.	Establish an annual calendar of standing events
8.	Establish a "past president" role on our executive board

#	Outreach Goal	Lead
1.	Establish an awards committee to issue at least 3 awards at our spring annual meeting: 1) the Squeaky Wheel Award; 2) the Academic Freedom Award; 3) the Public Good Award	Janelle
2.	Hold a quarterly post-board meeting cocktail hour, perhaps with a focus topic for discussion at each one	Rob
3.	Conduct an annual faculty survey using WebQ re. faculty concerns and satisfaction, using the national AAUP template questionnaire; perhaps invite a grad student to do this for some compensation	Ann will summarize previous survey results
4.	Ensure a successful Summer Institute that invites a lot of UW faculty participation—can we get a reduced fee for UW members? Can we help organize social events? Can we have a session with Washington legislators? Can we have a session that invites UW administrators and Regents?	
5.	Publish a welcome packet as a way to reach out to new faculty to invite them to join. Schedule a welcome meeting for them? Attend new faculty orientation. Get the list of new faculty from Academic HR.	
6.	Host roundtables and forums on issues of topical importance, such as: <ul style="list-style-type: none"> • The variation in faculty compensation models across campus (Bill Zumata as speaker?) • State legislation and budget (invite legislators) 	

	<ul style="list-style-type: none"> An analysis of UW finances (Howard Bunsis) 	
7.	Formally present the AAUP "Red Book" of academic freedom documents to Senate members, administrators, Regents	
8.	Encourage and affiliate with UW Tacoma and UW Bothell chapters	
9.	Invite our PhD graduates to join national AAUP as they enter the profession.	
10	Hold an annual spring full membership meeting, with a cocktail hour to follow	
11	Send an AAUP member to each Regents meeting to monitor and engage	
12	Invite the president and provost to a meeting with AAUP	

END