

AAUP

American Association
of University Professors

The State of the Faculty At the University of Washington

This is the second annual report card on the State of the Faculty at the University of Washington. AAUP researches, writes, and distributes these reports to assess the conditions of work and governance that affect the more than four thousand faculty members on the three University of Washington campuses. The data come from university sources.

Last year we evaluated the tenure system, salaries, gender equality, racial diversity, and then examined the performance of the administration, the faculty senate, and other institutions of governance. We are updating and grading some of those matters, but since the University now has a new President, grades on governance issues are reported as In Progress (IP).

Our lead investigation this year focuses on the plight of the loyal faculty member. We unravel the mystery of how the University has continued to grow in the face of unending budget crises. In no small part it has been done by shifting the costs onto a particular segment of the faculty: those who have been most loyal, the women and men who were hired years ago and who, instead of playing the job market, have worked hard at their jobs, only to see their salaries shrink year after year.

Related to this, we provide data on how much the university underpays its senior faculty. It is the salaries of full professors, especially those who have served the University of Washington for twenty, thirty, or forty years, that generally lag furthest behind the standards of other universities.

Report Card for 2004-05

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Tenure System and Contingent Faculty	F
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Racial Diversity	D
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Gender Equality	C+
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Administration	IP
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An online version of this report is available at:
<http://staff.washington.edu/aaup/>

This 2004-05 State of the Faculty Report Card is produced and distributed by the University of Washington chapter of the American Association of University Professors. The seventeen members of the AAUP Executive Committee are responsible for the grades and assessments.

For more than 80 years, AAUP has been the guardian of academic freedom, shared governance, and tenure at the University of Washington and universities throughout the United States. AAUP operates on both a national and campus level, sustained by the 45,000 members whose dues insure that faculty will have a strong voice. The UW chapter was founded in 1918 and helped create the Faculty Senate and the system of tenure at UW. Please join in the work of AAUP.

Shortchanging the Loyal Faculty

You know who they are. Every department has them. They are the faculty members whose years of loyalty, service, dedication, and scholarly achievement have been rewarded with stand-still salaries. They've done everything right. They are excellent scholars, fine teachers, and the best of colleagues. They have only one failing. They have stayed too long at the University of Washington. Loyalty is their problem. They should have played the market. Instead they stayed and watched their salaries stagnate.

You won't easily find the "loyal faculty member" in those tables showing "average faculty salaries." The averages presented there are skewed significantly upward by the inclusion of highly-paid specialties such as medicine and economics, and a few highly-paid administrators or academic superstars within each department. But you know who they are. He is your colleague. She is your mentor. They are your friends. We are your collaborators. I am the one in the office down the hall. Or perhaps this person is you.

The problem of faculty retention is well known and the Administration tries to address it. Here, we wish to highlight the plight of those who stay at UW. "Salary compression" is the term often used, but that makes the problem sound rather too neutral and abstract, like some arcane law of physics. And very little is done about it. Indeed the budget process at UW depends upon the "loyal faculty member" to stay quiet and remain hidden. For the past twenty years the University has been resolving its fiscal crisis on the backs of the "loyal faculty members," handling retention and recruitment and program growth while holding down the salaries of those who stay and do their jobs.

Faculty raises are, as we know, perennially inadequate. 2% is the norm, perhaps 3% in a good year (of which there haven't been many), and some years we receive no raise at all. What this means is that the longer one stays at UW, the farther one's salary falls behind, as these so-called "raises" consistently fail even to keep pace with inflation. A "merit raise," to deserve the name, should be a reward for work well done – an *increase* in earnings, above and beyond the increasing cost of living. The "2% merit raise" about which we hear so much is really a misnomer for what is in fact an annual real-salary *decrease* because inflation has consistently been higher.

The cumulative effects of these real-salary decreases play out in people's lives. Young faculty struggle to afford a home; older faculty struggle to afford retirement. Faculty who have devoted their lives to educating the children of others often can hardly afford to send their own children to college.

The perpetual inadequacy of faculty salaries inverts the structure of a properly functioning merit system. Junior faculty see that even after four or five years experience teaching at UW, they already earn less than new faculty being hired on at the current market rate. They look at their underpaid senior colleagues and see their own future here. Understandably, many seek to leave UW at the earliest opportunity.

Retention packages offered to faculty who are on the point of leaving, in combination with chronically inadequate raises, have the ironic effect of rewarding those who seek to leave while punishing those who simply stay here and do their work well. Most faculty recognize that we can hope to get a real raise at UW *only* if we can secure a real opportunity to leave – an opportunity which, of course, may well prove too good to turn down. Those who chose to stay at UW, or refused to play the outside-offer game, or whose research simply wasn't fashionable enough to garner job-offers from elsewhere, see that years or even decades of exemplary scholarship, teaching, and service to this institution earn them a salary that in some cases is barely equal to that of a brand-new Ph.D.

This shortchanging of loyal faculty has far-reaching consequences, not only for individual faculty members but for the institution as a whole. Consider a few very true-to-life scenarios:

A forty-seven-year-old single mother must take on additional work, such as summer teaching and consultant positions, in order to supplement an inadequate salary. As a consequence, her publication record lags, and she languishes at the associate professor level for well over a decade before finally being promoted. Nor is it this individual faculty member alone who is affected: time spent on supplementary work is time not available for the research, writing, teaching, graduate student mentoring, and administrative work.

A very talented junior colleague accepts an offer elsewhere and departs, citing salary and research support as his main considerations. The administration does not grant authorization to search for a new faculty member to replace him. The courses that this colleague taught will be offered instead by temporary lecturers and adjuncts. Several graduate students who came to UW to work with him are left adrift. High rates of turnover among the adjunct faculty make it difficult for undergraduates to form connections with their teachers.

An accomplished and promising young minority scholar whom UW is trying very hard to hire declines the offer of a position here. While such decisions always involve multiple factors, one important reason this candidate chose not to join the UW faculty was out of concern that he might not find here a strong and supportive cohort of peers, due to frequent turnover among junior faculty — particularly junior faculty of color, who are actively recruited elsewhere.

A full professor chooses early retirement, knowing that his income from pension savings and outside work will exceed his UW salary. His salary at retirement barely exceeded the current starting salary for new PhDs in his field. For want of a critical few more years of his leadership, the world-class program he created is now in shambles.

To these few snapshots, faculty can surely add many others from their own personal collections.

Chronically insufficient raises, frequent loss of valued colleagues to other institutions or early retirement, together with the unfairness of a “merit” system that punishes and shortchanges loyal UW faculty, are prescriptions for faculty demoralization. Loyal faculty continue to do their jobs well; these are, after all, people who were drawn to their profession by the love of research and teaching. Yet faculty who perceive that year after year their work is devalued likely cannot approach it with the same level of enthusiasm as those who are well supported and valued by the institution in which they work. Under these circumstances the university will not get the most out of its remarkable pool of human talent.

The shortchanging of loyal faculty threatens the well-being of the University of Washington, by undermining those whose dedicated work of teaching, research and service lie at the core of the institution’s mission. The problem urgently demands resolution, however difficult and contentious the task. Obviously, it will be necessary to address the bigger picture of chronic underfunding of the University that forms the backdrop for this particular problem. Equally obviously, the administration must show faculty, not only in words but through its actions, that even in the face of very real fiscal constraints, it will not balance its budget on the backs of the loyal faculty. Even more obviously, faculty cannot afford to sit back and wait for legislators and administrators to act on this issue. Faculty must stand together, and stand up for ourselves, to insist upon a different set of budget priorities.

Faculty Salaries

Grade D

How much were you underpaid last year?

Use the tables at right and on page 6 to get a sense of how much you and your colleagues were underpaid in 2003-04. We concentrate here on full professors because it is at the senior level that the effects of decades of loyalty become clear.

Full professors are generally in their 50s and 60s, earned their PhDs or MDs 20-40 years ago, gained promotion to the senior rank through outstanding scholarship and teaching. And some full professors are paid salaries commensurate with the standards of their rank and discipline. Many are not.

It takes some work to locate the underpaid loyal faculty members in this table. The first column of numbers shows how much a full professor earning the average salary in a UW department or unit lost in comparison to the average salary for the same field and rank at eight peer institutions (Oregon, Berkeley, UCLA, Arizona, Iowa, Illinois, Michigan, North Carolina).

But those department averages can be misleading. A handful of high salaries can give a unit an impressive average, even while most members earn less. The median salaries are generally lower than the averages and in some cases dramatically so. Look at the fourth and fifth columns which show the median and the lowest salaries. It is in that zone that you will find the loyal faculty member. In one A&S department nearly all salaries above \$77,000 go to men and women who have joined the department in the past eight years or who have held administrative posts. Those earning less include some of the department's most prolific and respected scholars as well as those who have served the university the longest.



How Much Were You Underpaid Last Year?

TABLE 1: ARTS & SCIENCES DEPARTMENTS

FULL PROFESSORS 2003-04						
	<i>Underpaid</i>	<i>Peer avg</i>	<i>UW avg</i>	<i>median</i>	<i>Low</i>	<i>High</i>
Arts & Science Departments						
ASTRONOMY	-33,018	111,245	78,227	75,690	65,664	94,212
PHILOSOPHY	-27,922	113,861	85,939	80,357	66,114	142,803
CHEMISTRY	-27,837	113,246	85,409	85,815	-	147,555
ATM SCI	-26,256	119,460	93,204	95,778	72,324	105,201
BIOLOGY	-23,131	104,741	81,610	-	62,163	134,592
ECONOMICS	-22,032	133,935	111,903	-	76,284	145,359
EARTH & SPACE SCIENCES	-21,704	95,992	74,288	74,088	56,313	93,942
MUSIC	-21,331	83,610	62,279	64,395	-	87,980
ANTHROPOLOGY	-20,258	95,649	75,391	72,396	54,630	98,040
LINGUISTICS*	-20,084	95,165	75,081	74,144	51,918	100,441
AMER ETHNIC STDS	-19,848	96,775	76,927	76,779	57,762	96,390
ASIAN	-19,179	92,293	73,114	70,267	61,236	94,550
HISTORY*	-18,678	103,242	84,564	77,779	56,197	131,805
COMMUNICATION	-18,595	93,598	75,003	74,970	66,393	81,600
ENGLISH	-17,713	95,462	77,749	69,885	55,188	113,571
GEOGRAPHY	-16,825	96,722	79,897	77,064	66,410	117,810
ART*	-16,698	82,192	65,494	63,975	53,885	90,351
CLASSICS	-16,328	89,691	73,363	72,738	68,121	78,345
SOCIOLOGY	-15,426	109,990	94,564	96,606	60,129	129,564
ROMANCE, SLAVIC, SCAND LANG	-15,203	85,709	70,506	-	53,739	91,800
GERMANICS*	-15,065	96,988	81,923	83,794	55,747	108,187
MATHEMATICS*	-14,277	99,349	85,072	83,400	60,309	123,009
PSYCHOLOGY	-13,842	104,679	90,837	87,111	52,587	134,028
POLITICAL SCIENCE	-12,431	118,136	105,705	98,199	64,960	151,671
PHYSICS	-11,729	98,426	86,697	83,169	61,812	126,639
NEAR EAST*	-11,416	82,319	70,903	69,633	60,840	82,235
APPLIED MATHEMATICS	-6,574	112,362	105,788	105,115	58,500	131,823
INT STUDIES	-5,845	92,112	86,267	77,445	64,278	106,011
DRAMA	-4,202	83,227	79,025	78,590	60,750	93,690
SPEECH & HEAR SCI	-2,488	94,992	92,504	77,139	66,969	120,492
STATISTICS	-462	107,537	107,075	111,654	83,583	122,364

Columns 1 - 3:

Look at UW faculty in the aggregate, comparing “average” salaries here to those at our peer institutions, and you see one measure of how far behind UW faculty salaries have fallen.

Columns 3 - 6:

Now look behind those “averages,” at the dramatic inequalities they tend to hide, and you see that for many faculty, the situation is in fact far worse than the comparison of “average” salaries would suggest.

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How Much Were You Underpaid Last Year?

TABLE 2: ENGINEERING AND OTHER COLLEGES

FULL PROFESSORS 2003-04						
	Underpaid	Peer avg	UW avg	median	Low	High
Engineering Departments						
TECH COMM	-25,454	107,226	81,772	79,182	70,686	94,437
MECHANICAL ENGINEERING	-24,037	116,399	92,362	89,420	70,398	124,416
INDUSTRIAL ENGRG PROG	-19,081	111,342	92,261	89,235	85,041	100,845
MATL SCI & ENGINEERING	-17,910	121,844	103,934	104,526	88,794	124,326
AERO AND ASTRO	-17,514	116,242	98,728	94,887	78,525	121,212
ELECTRICAL ENGINEERING	-15,665	119,265	103,600	90,081	78,579	152,289
CHEMICAL ENGINEERING	-12,250	126,254	114,004	116,919	86,697	147,663
CIVIL & ENVIR ENGINEER	-7,140	109,761	102,621	99,963	66,357	137,925
COMPUTER SCIENCE & ENG	136	110,530	110,666	103,846	91,269	142,308
Other Colleges						
SCHOOL OF DENTISTRY	-34,650	128,140	93,490	106,032	82,440	195,840
SCHOOL OF LAW	-34,454	147,961	113,507	108,900	75,861	142,803
BUSINESS	-20,736	147,440	126,704		65,034	177,309
ACCOUNTING	-17,874	165,732	147,858		77,904	174,429
URBAN DESIGN& PLANNING	-16,609	94,987	78,378		74,016	84,960
PATHOLOGY	-15,535	128,410	112,875		77,988	195,840
SCHOOL OF PHARMACY	-14,028	103,963	89,935	107,004	78,648	146,832
EVANS SCH OF PUBLIC AF	-10,572	117,645	107,073	100,395	92,385	126,819
SCHOOL OF NURSING	-10,068	92,569	82,501	79,488		130,680
ARCHITECTURE	-7,337	82,970	75,633		60,219	93,006
BIOLOGICAL STRUCTURE	-6,706	101,936	95,230		90,780	136,248
SCHOOL OF PUBLIC HEALTH	-5,486	113,722	108,236		103,536	188,892
COLLEGE OF EDUCATION	-4,454	94,068	89,614	90,000	57,798	161,703
COLL/FOREST RESOURCES	1,128	82,423	83,551		53,226	136,032
BIOCHEMISTRY	2,779	106,305	109,084		107,904	194,436
PHYSIOLOGY & BIOPHYSIC	4,153	116,446	120,599		111,120	208,488
SCH AQUATIC&FISHERY SC	5,947	75,475	81,422		66,132	118,152
BIOENGINEERING	8,058	106,647	114,705		129,984	183,624
SCHOOL OF SOCIAL WORK	8,656	104,289	112,945		75,465	158,535
PHARMACOLOGY	10,182	111,087	121,269		90,684	222,084
MICROBIOLOGY	13,900	109,746	123,646		89,400	206,004
SCHOOL OF OCEANOGRAPHY	26,054	67,722	93,776		66,510	146,790

Racial Diversity

Grade D

The number of Latino, African American, Asian American, and Native American faculty has increased from 433 to 804 in the last eight years, but the University of Washington faculty remains 84 percent white. Much of the increase has been outside the tenure system. Only 175 faculty of color have tenure.

There has been almost no change in the numbers since last year. That is a bad sign. We also note that quite a number of talented, younger minority faculty have resigned and left UW in the past year. That is a very bad sign. According we are lowering the grade in this section from C- to D.

Failure to successfully recruit and retain minority faculty has far-reaching negative consequences for the educational mission of the university as a whole. Recent empirical studies of higher education have demonstrated that "racial and ethnic diversity on campus provides educational benefits for *all* students — minority and white alike — that cannot be duplicated in a racially and ethnically homogenous setting."¹ The UW administration has, to its credit, attempted to address this issue.

Why, then, have we seen no improvement? The reasons are likely complex, but complexity is not an excuse for failure — rather, it should serve as a spur to creative and collaborative thinking about how to address the problem.

Some minority faculty at UW have proposed, for example, that the quest for faculty diversity involves more than a focus on numbers but, rather, a strong consideration of "well being" for the under-represented and, by consequence, for the entire university environment. Well being, in this context, entails full and meaningful participation and the creation of a positive climate through, among other measures, building a strong, stable and supportive network of minority faculty peers and mentors within the university.

While only part of the bigger picture of minority recruitment and retention, we note that here too, problems of not-adequately-shared governance and inadequate faculty salaries likely play some role.

¹ "Does Diversity Make a Difference? Three Research Studies on Diversity in College Classrooms." 2000. Report by the American Council on Education and the American Association of University Professors, page 3.

Black Faculty

Faculty Title	1995	1999	2002	2003-04
Tenured Faculty	24	35	35	35
Tenure-eligible Assistant Professors	16	24	17	14
Tenure Track Subtotal	40	59	52	49
WOT Faculty	5	8	9	9
Research Faculty	3	7	6	7
Lecturers and Teaching Associates	11	16	17	20
Acting Faculty	3	3	8	7
Not Tenure Eligible Subtotal	22	34	40	43
TOTAL	62	93	92	92

Hispanic Faculty

Faculty Title	1995	1999	2002	2003-04
Tenured Faculty	19	32	33	34
Tenure-eligible Assistant Professors	10	15	14	15
Tenure Track Subtotal	29	47	47	49
WOT Faculty	8	13	17	16
Research Faculty	10	18	18	19
Lecturers and Teaching Associates	10	18	27	27
Acting Faculty	5	9	11	12
Not Tenure Eligible Subtotal	33	58	73	74
TOTAL	62	105	120	123

Asian American Faculty

Faculty Title	1995	1999	2002	2003-04
Tenured Faculty	76	79	95	101
Tenure-eligible Assistant Professors	26	59	80	76
Tenure Track Subtotal	102	138	175	177
WOT Faculty	44	65	98	108
Research Faculty	92	96	138	155
Lecturers and Teaching Associates	31	24	58	62
Acting Faculty	33	64	68	73
Not Tenure Eligible Subtotal	200	249	362	398
TOTAL	302	387	537	575

American Indian Faculty

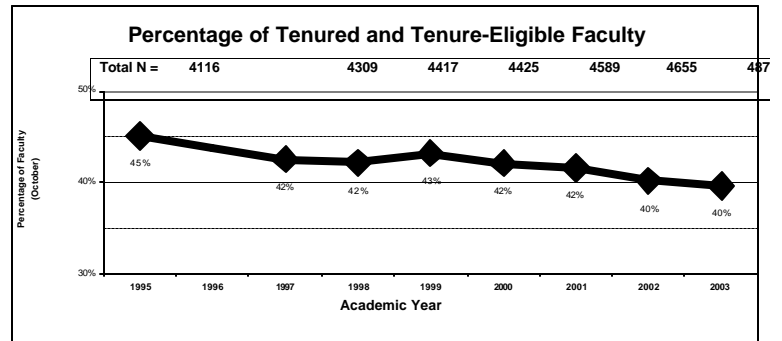
Faculty Title	1995	1999	2002	2003-04
Tenured Faculty	3	4	4	5
Tenure-eligible Assistant Professors	4	2	7	4
Tenure Track Subtotal	7	6	11	9
WOT Faculty	1	1	1	1
Research Faculty	4	0	1	1
Lecturers and Teaching Associates	0	2	5	2
Acting Faculty	1	0	0	1
Not Tenure Eligible Subtotal	6	3	7	5
TOTAL	13	9	18	14

Tenure System and Contingent Faculty

Grade F

Last year AAUP reported on the alarming decline in the number and percentage of faculty eligible for tenure. The decline has continued. Only 40 percent of UW faculty are in tenure-eligible positions; only 31 percent are actually tenured. Another 8 percent are eligible assistant professors.

These figures make the University of Washington almost unique among the major research institutions in the United States. Shrinking tenure systems have been widely noted, but few other top-tier institutions have moved as decisively to undermine the system of tenure.



Faculty Title	1995	1999	2002	2003
Tenured Faculty	1543	1519	1537	1550
Tenure-eligible Assistant Professors	310	393	420	401
Tenure Track Subtotal	1853	1912	1957	1951
WOT Faculty	853	934	1057	1088
Research Faculty	601	553	666	720
Lecturers and Teaching Associates	502	680	822	772
Acting Faculty	307	353	379	392
Not Tenure Eligible Subtotal	2263	2513	2915	2972
TOTAL	4116	4425	4872	4923

Gender Equality

Grade C+

Today women hold 37% of all faculty positions at UW, up from 29 percent in 1995. Women hold 28% of tenured faculty positions, up from 18% in 1995. There is a hopeful sign in the fact that 45% of the tenure-eligible assistant professors are women. But it is also important to note that most of the contingent faculty are female: 59% of all lecturers and teaching associates. The loyal senior faculty of whom we have written are also disproportionately women.

<i>Female faculty as percent of all faculty</i>				
Faculty Title	1995	1999	2002	2003
Tenured Faculty	18%	23%	27%	28%
Tenure-eligible Assistant Professors	49%	47%	46%	45%
Tenure Track Subtotal	23%	28%	31%	31%
WOT Faculty	25%	27%	29%	30%
Research Faculty	29%	33%	33%	35%
Lecturers and Teaching Associates	55%	57%	58%	59%
Acting Faculty	36%	43%	42%	46%
Not Tenure Eligible Subtotal	34%	39%	40%	41%
TOTAL	29%	34%	36%	37%

“Toward Daylight” A Letter to President Emmert

Dear President Emmert:

Welcome to the University of Washington. There are those who expect of you nothing less than miracles. Not us. We know the university faces challenges, especially financial, that demand more than miracles and cannot be left to miracle workers. We want to assure you that as faculty members we stand ready to work with you. In this letter we would like to offer both support and some advice.

One critical piece of advice is to encourage you to ask more of the faculty. Ask us to help with the important business of informing the public about the work of the University and the need for adequate funding. Ask us to write the newspapers and write our elected officials. Ask us to be part of the campaign to save the University of Washington.

Many of us are eager to take more responsibility for the University but in return the institution needs to be more responsible and transparent in its relationship to us. In the past few years we have grown increasingly concerned about an attitude of managerialism in the central administration and some of the key units. Instead of transparency and cooperation, some administrators try to control information and handle things by themselves. We hope you will change that. We need more daylight. Here are some specific areas of concern:

The Medical School and UW Physicians suffer from an overdose of managerialism and it is costing the UWP faculty millions of dollars. High-handed governance and secret decisions have damaged not only the finances but the morale of this key unit. Daylight is desperately needed in this part of campus.

Managerialism and high-handedness has also been a problem with parts of the Central Administration. We hope you will take a close look at the Vice Provost's office. Too many decisions on too many different matters are made at that level. Please also consider the adjudication system. The University Handbook guarantees faculty access to a fair and independent process for resolving disputes, but that process is in trouble due to improper use of attorneys and interference and veto verdicts by the previous administration.

Managerialism is showing up also in the distribution of resources. Over the past decade, as budget crises have followed one upon another, decisions have been made (somewhere?) to starve parts of the institution and let others thrive. Arts and Science units have absorbed most of the budget cuts, which has resulted in an almost 10 percent reduction in the number of A&S faculty and an equally large decline in Teaching Assistant positions. It has also meant that salaries in those units have stagnated or fallen. But other units have gained resources and increased salaries and most disturbingly have been given increased autonomy in the use of monies. These decisions have never been discussed with the Faculty

Senate, indeed they have never been acknowledged by the central administration. They need to be daylighted.

Managerialism is also apparent in the set of secret decisions that have balanced the books the backs of the "loyal faculty." Every year we face a choice: do we pay our existing faculty fairly or do we prioritize short-term efforts to remain competitive in discrete arenas? And each year short-term thinking wins. We spend money on new computer systems, new wireless networks, new programs, new faculty, and we do so by letting existing faculty salaries stagnate (except those with outside offers). This needs to be daylighted and discussed openly with the Faculty Senate and in departments and units across the three campuses.

Managerialism was also apparent last year in the actions of the Board of Regents, showing up most pointedly in the search that brought you to the Presidency. With very little faculty representation on the committee and no chance for input, the Regents conducted the search in secret and made their decision in secret. We are glad about the outcome but remain disturbed by the process.

Instead of managerialism, we hope you will move toward daylight, engaging with faculty across the university on an ongoing basis and insisting that administrators, deans, and chairs honor the culture and practice of deliberative and shared governance. That means sharing information, sharing decision making, and sharing responsibilities. We look forward to helping.

Sincerely,

The Executive Committee
UW chapter, American Association of University Professors

It Doesn't Happen Without You

This report documents three related problems: stagnant salaries for long-term faculty, inadequacies in minority faculty hiring, retention, and promotion, and burgeoning numbers of contingent faculty. The University will need to spend money to fix these problems. Because of that awkward fact, too many faculty have been willing to excuse administrative inaction until some long-awaited day when (we hope) the legislature, grantors or donors suddenly see the light and “fund” the University “fully.”

This is to miss the point. A budget, whether rich or poor, is a set of choices. For the past decade or more, this University administration has chosen to de-fund most faculty salaries. Whether this choice is merely a well-meant, but short-sighted effort to patch us through a difficult time, or a sincere, or cynical, effort to emulate U.S. corporate “flexible, adaptable” staffing models does not matter.

The point is that a first-rate university needs committed, mature scholars and teachers to mentor students and novice scholars and teachers. And, even if you don't buy that, a first-rate university has to offer its new faculty a promising financial future – or it will simply expend its resources training the scholars and teachers who will move to other, wiser institutions when they mature.

So, AAUP urges you to raise these issues in your departments, to administrators, and to the Faculty Senate. Faculty are the backbone of this University. It doesn't happen without you.

How will we address the problems identified in this report? Where will we take things from here? The very future of the university hangs in the balance.

Will we continue along the present path? If so, then further degradation of faculty salaries could lead to a further hemorrhaging of human talent, research dollars, teaching quality, and overall reputation. The University of Washington could in time become a decidedly second-rate university, dragging down the local economy with it as it slides into mediocrity.

Or will we, instead, work together and move forward toward solutions? The arrival of our new president is a moment of transition, which we dare to hope might usher in more positive, proactive, and effective approaches to thorny and important problems such as the bankrupting of the loyal faculty.

A president alone, however, can only accomplish so much. Any real solution will necessarily require the active efforts of many hands and many minds. Faculty cannot afford to remain passive in the face of these very real threats to our livelihood and the well-being of the institution that we inhabit. We must work together to improve the situation of all who work and study at this university. By fighting for what is right, we can help reshape UW into the truly great institution that we all know it has the potential to become.

Faculty Issues and Concerns E-mail listserv

More than 850 UW faculty rely on our email listserv for news and discussion of campus and national issues. Since there is no faculty newspaper, this is the only faculty-controlled communications medium at the University of Washington. This moderated list features news items from *The Chronicle of Higher Education*, *New York Times*, and Associated Press as well as important notices from the AAUP national office. In addition the list provides a forum of the discussion of policy issues facing faculty on this campus.

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