Memorandum of Understanding
Equity and Compression Adjustments
February 1, 2013

The purpose of this Memorandum of Understanding between the United Faculty of Western Washington University and Western Washington University is to memorialize an agreement reached between the parties.

Recital

Section 22.2 of the Collective Bargaining Agreement (2012 - 2015) requires representatives of UFWW and the University administration to create a process to divide and allocate compression and equity adjustments:

- an amount equal to 1% of the actual salaries paid to faculty members in the bargaining unit in 2011-12 to be distributed as of September 16, 2012 as salary increases to selected faculty effective retroactively to the beginning of the academic salary schedule.
- an amount equal to 0.75% of the actual salaries paid to faculty members in the bargaining unit in 2012-13 shall be distributed as of September 16, 2013 as salary increases to selected faculty effective at the beginning of the academic salary schedule.
- an amount equal to 0.75% of the actual salaries paid to faculty members in the bargaining unit in 2013-14 shall be distributed as of September 16, 2014 as salary increases to selected faculty effective at the beginning of the academic salary schedule.

Many factors result in inequitable pay including compression (inequity within rank), inversion (inequity between ranks) and bias due to factors such as gender, ethnicity and sexual orientation. Comparison to market salaries at peer institutions by discipline and rank can identify disparities that may be the related to compression and equity. CUPA provides such comparative data. The intended purpose of the compression and equity adjustment is to identify inequitable salaries and to attempt to reduce salary inequity and compression. By using a formula, applied to all tenure track faculty, to provide salary adjustments during the term of this contract, the adjustments are identified in a clear and transparent manner.

Agreement

Now, therefore, the parties agree as follows:

All tenured and tenure-track faculty will be evaluated for compression and equity adjustments.

Non-tenure track faculty and academic administrators are not eligible for compression and equity adjustments.

Faculty who did not meet expectations in their most recent reviews cannot receive an adjustment. Faculty who address deficiencies in failed reviews and subsequently meet expectations are eligible for adjustments in the year compression and equity adjustments are next available.

Compression and equity adjustments shall be made in the following manner for the 2012-2013 academic year as described in Section 22.2.1 of the Collective Bargaining Agreement:

The "current academic year" in the following formula is the year during which the salary adjustments are to be awarded. The "reporting academic year" is the academic year for which the CUPA data are reported. This will be the academic year prior to the current academic year; for example, in determining salary adjustments for 2012-13, CUPA data from 2011-12 will be used.

1. Salary adjustments for eligible faculty shall be determined by the following formula:

$$A_i = Max\left[T_{j[i],k[i]} \times 1.06^* \times (1 + Min[g(Y_i),16] \times 0.0025) - S_i, 0\right]$$
$$\times \frac{a \times TS}{\sum_{i=1}^{N} Max\left[T_{j[i],k[i]} \times 1.06^* \times (1 + Min[g(Y_i),16] \times 0.0025) - S_i, 0\right]}$$

N	Number of eligible tenured and tenure-track faculty at Western
i	Index referring to a tenured or tenure-track faculty member
TS	Total of all faculty salaries in the bargaining unit in the year immediately prior to the current academic year.
A_i	Additional amount to be added to the base salary of faculty member i.
$j[i]$	Index function referring to discipline (department) j, to which faculty member i belongs.
$k[i]$	Index function referring to rank k, which faculty member i possesses
$T_{j,k}$	Target salary for discipline j, rank k, defined as the mean salary reported to CUPA for the relevant peer group. See (2) below for details.
S_i	Current academic year base salary of faculty member i (prior to the adjustment for the current academic year)
Y_i	Number of years of service as a tenure-track and tenured faculty member for faculty member i.
$g(Y_i)$	$= \begin{cases} 0 \; if \; Y_i < 4 \\ Y_i \; if \; Y_i \geq 4 \end{cases}$
a	Fraction used to calculate the amount of money available for distribution as determined by the 2012 UFWW contract. For 2012-2013, this is 0.01 (1%); for 2013-2014, this is 0.0075 (.75%); for 2014-2015, this is .0075 (.75%).
*	1.06 (106%) is an adjustment to bring the aggregate target salary level up to the 75th percentile of CUPA across disciplines and ranks.

2. The College and University Professional Association [http://www.cupahr.org/] produces an annual higher education salary survey. The CUPA target salaries shall be based upon the following parameters:

a. The peer group used for target salaries shall be as follows:

2005 Carnegie Class: Master's College and Universities (Large)
Affiliation: Public
Student FTE: 10,000 and above [Carnegie size classification: Large 4 year]
Excludes Western Washington University.

b. Other CUPA parameters in calculating target salaries shall be as follows:

Comparison data aged at default aging rate (1.1% for the 2011-2012 data).
Aging Date: September 15 of the current academic year.
Weighted Statistics

c. If $T_{j,k}$ does not exist for certain j, k combinations in the relevant peer group, the Compression and Equity Review Committee (see point 4 below) shall obtain an estimate of $T_{j,k}$ for those j, k combinations using a mutually agreed-upon peer group for which the $T_{j,k}$ do exist.

d. If *j[i]* is unavailable for faculty member i, the Compression and Equity Review Committee shall determine an appropriate code j for faculty member i. Changes in *j[i]* must be approved by a simple majority of the Compression and Equity Review Committee.

3. Duration**:** unless amended as outlined below the current formula will be used for the distribution of Compression and Equity awards for 2012-2013 and 2013-2014 as described in Section 22.2.2 and 22.2.3 of the Collective Bargaining Agreement.

4. Prior to the distribution of the salary adjustments, representatives of the administration and UFWW will have the opportunity to review the scheduled adjustments. These representatives will identify any anomalies, omissions, or errors and suggest possible remedies. These suggestions will be submitted to the Compression and Equity Review Committee. The committee will consist of four members to include the Provost plus one administrative representative and the UFWW President plus one member of the UFWW executive board. This committee will have the authority to adopt suggestions or changes in each year of the agreement by the deadlines outlined in section 22.2 of the CBA. Any actions taken by the committee must be the result of a majority consensus.

Signed and dated this _____day of _____, 2012.

Bruce Shepard	Steven Garfinkle
President	President
Western Washington University	United Faculty of Western Washington University