

## Senator Waddell's Comments to Senate Regarding Faculty Compensation and Persona Non Grata Policy

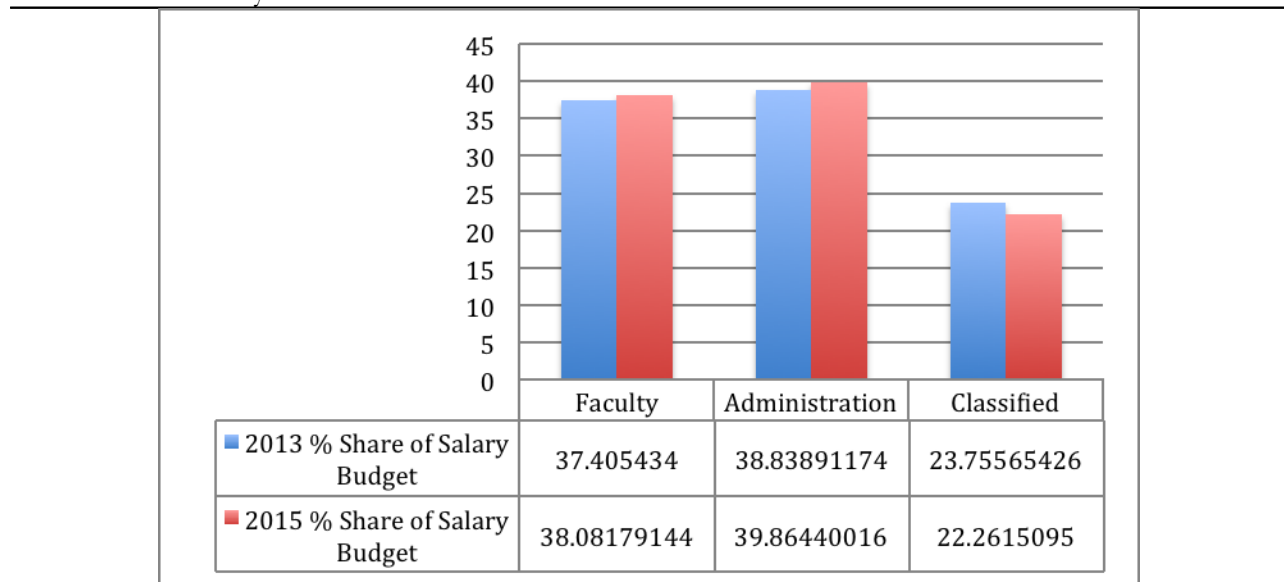
### Subcommittee for Faculty Compensation

My interest in bringing this issue to Faculty Senate is because I firmly believe that the compensation decisions we make on campus are directly related to our goal of retaining and graduating students at ASU.

In 2014 ASU's compensation committee was charged with bringing faculty and administrators up to 72.5% of CUPA. The committee was composed of faculty, administrators, and staff. However, the only individuals who were able to participate in the full committee were administrators.

Chart 1 reveals ASU's salary structure before and after the 2015 compensation committee's adjustments. It is worth noting that administration's share of ASU's salary budget increased by more than a full percentage point. Faculty's share increased by a little more than half a percentage point and classified staff's percentage dropped by a one and a half percentage points.

Chart 1 ASU Salary Structure: 2013-2015



A closer look at the data reveals that while faculty adjustments focused rather strictly on bringing individuals below 72.5% of CUPA up to the new threshold, adjustments on the administrative side did not follow the same logic. For example, ASU's Strength and Conditioning Coordinator received a \$5,000 raise in 2015, which brought this particular individual up to 92.3% of CUPA.

Salary inequalities on ASU's campus, many of which are longstanding and not directly related to this summer's compensation work, are surprisingly large. Currently, many of ASU's administrators are earning well over 100% of CUPA, in fact one reaches as high as 173%, while others barely hit the mark. ASU's head football coach is at 97.9% of CUPA with a salary of \$90,000 and two assistant football coaches are at 123% of CUPA with salaries of \$50,004 each.

When asked about these inequalities, the director of Human Resources at ASU stated that,

“It’s just so complex. We have to consider how much experience someone comes in with. We initially drop any new offers down to 72.5% of CUPA but sometimes to attract a good candidate we need to increase their salary so that it is more in line with their previous experience and that’s why you see such large differences on the administrative side.”

Concerning coaches, the director had the following to say,

“Well, it’s true, coaches’ salaries are high but they’re jobs depend on win-lose columns. If they don’t perform, they lose their jobs. So their heads on the line all the time.”

I don’t have to remind anyone in this room of the fact that faculty members also have their heads on the line for the first five years of their time here at ASU.

We could go on at length about whether or not it makes sense to pay administrators per the merit of their performance while not applying the same logic to faculty members and staff. Still, my point is not to rehash what we already know. Rather, I would like to propose that we, as leaders of this institution, take it upon ourselves to contribute to a solution to the current inequities on campus. Addressing pay inequity on campus is very much related to our core mission of educating students. Namely, reducing pay inequity will help us improve the salaries of our least remunerated employees. Improving the wellbeing of our worst paid employees, many of whom are the very individuals with whom we entrust the largest percentage of our most vulnerable students, will go a long way in helping us address student retention issues.

The facts cannot be denied. We do not have a recruiting problem at ASU. We have a problem retaining students, and until we can retain our professors, we will continue to have problems retaining our students.

In recent weeks I have spoken to more than a dozen junior and senior faculty members, and while there are many things worth sharing from these conversations, one stands out. Nearly every one of these individuals spoke of their desire to leave. One widely respected senior faculty member was nearly moved to tears in saying,

“I don’t like to say it because I don’t like to admit it but if you ask me if I’m looking for jobs, well, yes, I am looking because I have to do what’s best for my family.”

This individual’s reflection resonates with something former President Svaldi told me last spring when I asked him about compensation issues on our campus. He said, “Ben, you have to do what’s best for your family.”

I don’t believe it has to be this way, however. We have the resources available to create a more equitable situation for everyone on campus; we simply need to be more mindful of how we distribute them.

To this end, I believe that we should create a permanent sub-committee on faculty senate. In addition to sitting on any future compensation committees, the sub-committee would be charged

with the task of producing an annual assessment of compensation on ASU's campus. This is a standard practice at many institutions, including Fort Lewis and Mesa University. A better understanding of our current compensation model would help inform future compensation work aimed at designing a more sustainable compensation model for the future. Furthermore, it could very well assuage tensions between faculty and administration by improving communication between each faction.

I believe timing is of essence on this issue, and it would thus be in our best interest to vote on this matter today, if at all possible.

[Faculty Senate subsequently voted unanimous to form a compensation sub-committee.]

### **Persona Non Grata**

As this body is aware, ASU recently adopted a PNG policy. Although the policy is not unprecedented, it is not at all clear whether or not public institutions, which are not judiciary bodies, have this legal right. Fort Lewis College appears to be the only other institution in Colorado with a similar policy. Their policy, which ours was hastily modeled after, was only adopted recently, on 9/23/15.

One precedent is found in UNC, where Norton, the President of UNC, employed PNG status frequently (like 2 dozen students, past employees) around 2006/2007. He went so far as to post the PNG's pictures on the UNC website. However, that was met with considerable backlash. Those links have been completely removed and there appears to be no mention of PNG on UNC's website. We would be wise to review other university's experiences with PNG policies prior to adopting one for ASU.

If we were to deem the PNG policy necessary, it is important to note that in its current form, ASU's PNG policy lacks clearly defined criteria regarding both implementation and appeal. The university will foreseeably face future situations in which it may make sense to consider restricting a citizen's access to campus. Given this, it may very well be in the legal interest of the university to create a set of parameters that outlines, as clearly as possible, what types of behavior would merit banning an individual from our campus. However, it would behoove the university to clearly define the appeals process through which anyone who were to be issued PNG status could contest their standing. Finally, as a public institution, the university should make it a priority to provide anyone issued PNG status with the same due process that they would be afforded in a court of law.