



**A RESOLUTION ON SALARY INCREASES ACCOMPANYING FACULTY PROMOTIONS
(21/11)**

WHEREAS, The Faculty Code¹ states that “As general practice, a promotion shall be accompanied by an appropriate increase in salary”; and

WHEREAS, the amount of savings resulting from denying promotion increases this year is estimated to be about \$500,000, a small percentage of total tenured faculty compensation; and

WHEREAS, while the faculty recognizes and greatly appreciates the contributions to the university by staff, rewarding faculty achieving promotions is a contractual obligation that is essential if the University is serious about striving to be a preeminent urban research university; and

WHEREAS, promotional increases are part of a long-term implicit contract with faculty to reward those whose efforts have met or exceeded predetermined criteria; and

WHEREAS, failure to award appropriate increases upon promotion can permanently distort the relative compensation of otherwise identical tenured faculty;

**NOW, THEREFORE BE IT RESOLVED BY THE FACULTY SENATE OF THE GEORGE
WASHINGTON UNIVERSITY**

- 1) That the University must continue to reward faculty who are promoted this year with appropriate increases in salary and provide notification of these increases, consistent with the spirit of the *Faculty Code*, as expeditiously as possible, and if the salary increases are not provided at the promotion date, then retroactively to that date as early as possible; and
- 2) That, in the event that present financial constraints do not leave sufficient funds immediately available to support raises for faculty who have been recently awarded promotion, the university must make these raises available prior to awarding any bonuses, restoring any pay cuts, increasing any salary of, or in any way increasing the compensation (deferred or otherwise) of any other non-newly-promoted faculty member or any administration official; and
- 3) That the sizes of salary increases should be designed to be competitive with market basket institutions and considered part of a long-term budget process rather than related to fluctuations in cash flow or operating results in any given year.

Senate Committee on Appointments, Salary, and Promotion Policies
August 28, 2020

Adopted by the Faculty Senate
September 11, 2020

¹ Faculty Code, Article IV B3, page 11

Appendix: Resolution Background

These are trying times when the pandemic is causing all kinds of problems at the nation's colleges and universities that have had to cut their operating budgets by freezing salaries, reducing or eliminating retirement contributions, introducing layoffs and furloughs, and introducing cuts to salaries and compensation. In the midst of this pandemic, the university is still tenuring and promoting faculty who have been vetted by their peers and then college/school committees, deans and provosts. According to the Faculty Code: "As general practice, a promotion shall be accompanied by an appropriate increase in salary". There is an expectation that a faculty member, newly promoted, would receive an appropriate increase in his/her base salary as stated by the implicit contract between the faculty and the university.

This year, for the first time in anyone's memory, the letters of promotion have not included any rise in salaries. The faculty believe that they have a Code-prescribed right to appropriate increases. It is also recognized that the university is in a tough financial situation and needs to cut costs. However, a cost of \$500,000 is small compared to the overall budget of the university and the faculty believe that the university should be able to find this kind of money in its budget. We further recognize that such funds may not be available at this time and ask that (1) the university provide notifications to the promoted faculty that their increases would be forthcoming in the near future, (2) that these raises would be made available before the university awards any bonuses and restores any cuts in compensation of any administration official, and (3) that these increases will be retroactive to the dates of promotion.

During the course of the discussion at the Faculty Senate meeting of August 14, and during subsequent discussions between several faculty members, it was stated that this seems to be a "tone-deaf" situation where the staff are being laid-off while the faculty is demanding pay increases for this unique group of faculty. However, we note that the Senate is in strong support for similar treatment of the staff, but we also recognize that the Senate's formal jurisdiction is defined by the Faculty Code, which prescribes the limits of the current Resolution.

The fact remains that the faculty who are newly promoted this year need to have an increase in their base salaries in the absence of which their relative compensation will be permanently distorted. Promotion in rank is one of three key events in the careers of faculty members thus while we highly respect and value staff and their contributions, the faculty promotion is different because it is an essential component to the academic process and the search for excellence in teaching, research and service which will lead to the University's goal of preeminence. This faculty group has been evaluated by peers, by a faculty committee, deans, and academic VP and certified as deserving of a contractual promise.

In summary, the Whereas clauses lay out the case for this Resolution.

- Resolving Clause 1 establishes the default principle that the university must continue to reward faculty who are promoted this year. Further, we ask that the promotion salary increases should be made retroactively to the date of promotion.
- Resolving Clause 2 recognizes that the appropriate funds may not be immediately available and asks that these raises must be made before reversing any of the cuts for administration officials.
- Resolving Clause 3 establishes the fundamental position that these salary increases should not be considered as solutions to a short-term problem we are facing in the current year.

Respectfully submitted,
Murli M. Gupta

Chair, Appointments, Salary, and Promotion Policy (ASPP)
August 28, 2020