**UW Department of Pharmacy Faculty Meeting Agenda**  
**October 18, 2021 | 9:00 to 11:00 am**  
Zoom | Conference URL: [https://washington.zoom.us/j/860946066](https://washington.zoom.us/j/860946066)  
Meeting ID: 860 946 066 | Zoom Phone Number: +1 197 247 1195

<table>
<thead>
<tr>
<th>Topic/ Business</th>
<th>Presenter</th>
<th>Approx. Time</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome and Announcements</td>
<td>White</td>
<td>10 min</td>
<td></td>
</tr>
<tr>
<td>Approval of Minutes (September 2021 meeting) [Vote Requested]</td>
<td>White</td>
<td>5 min</td>
<td>2</td>
</tr>
<tr>
<td>Grants and Staff Update</td>
<td>Camp/Kimura</td>
<td>10 min</td>
<td>5</td>
</tr>
<tr>
<td>ITHS Resources</td>
<td>Sun</td>
<td>20 min</td>
<td></td>
</tr>
<tr>
<td>Karan Dawson Clinical Associate Professor Emeritus Appointment [Vote Requested]</td>
<td>White</td>
<td>10 min</td>
<td></td>
</tr>
<tr>
<td>CHOICE Faculty Appointments [Vote Requested]</td>
<td>Basu</td>
<td>15 min</td>
<td>6</td>
</tr>
<tr>
<td>UW Senate Update</td>
<td>Carlson</td>
<td>5 min</td>
<td>28</td>
</tr>
<tr>
<td>Open Forum</td>
<td>White</td>
<td>10 min</td>
<td></td>
</tr>
</tbody>
</table>
**Department of Pharmacy Faculty Meeting**

**Meeting called by:** H. Steve White  
**Note taker:** Katherine Painter


---

**Minutes**

**Agenda item:** Welcome and Announcements  
**Presenter:** H. Steve White  
Maya Kimura

**Discussion:**

Welcomed everyone back since the last meeting in June 2021. Noted 100% of faculty are fully vaccinated. Sean Sullivan approved a new faculty tenure-track position; will start recruitment end of 2021 or early 2022. Reminder that the Welcome to the Profession Ceremony would be taking place the Friday after this meeting date. Students and faculty are invited; family and friends can attend remotely. Sean has also authorized three new TA positions; one for each of the departments. Steve acknowledged Alyssa, Saveena, and Maya for continuing coverage for the Department of Pharmaceutics. Pharmaceutics’ new Grants Manager will start 10/4/21 and there is active recruitment for a new Administrator. Welcomed Ashley Davis, the new Program Coordinator for CHOICE and the Plein Center, to the department. There is a module in Workday where faculty and staff can verify their vaccine status; assigned administrative staff will conduct those verifications. Staff and faculty must have their vaccine status verified by 10/11/21.

**Agenda item:** Approval of Minutes (June 2021) [Vote Requested]  
**Presenter:** H. Steve White

**Discussion:**

Request motion of minutes:
- First: Josh Carlson
- Second: Cathy Yeung

Minutes for April meeting were unanimously approved, no objections or abstentions.

**Agenda item:** Biomedical Regulatory Affairs Master of Science (BRAMS) Overview and Update  
**Presenter:** Andy Stergachis

**Discussion:**

BRAMS is a fee-based program with a Certificate in Biomedical Regulatory Affairs, a Certificate in Clinical Trials, and an MS degree. The program has strengthened its practicum component that helps students find practicum sites. FY18-19 saw negative net returns, but FY20-21 has shown increasing returns. There have been high-level conversations with UW Bothell about possibly transferring the program over to them. Discussed venues for disseminating the availability and types of programs under BRAMS.
Discussion:

BRAMS - Clinical Associate Professor Appointment: Teddy Johnson, PE, MBA
Request motion of appointment:
- First: Mary Hebert
- Second: Ryan Hansen

Motion to appoint Teddy Johnson was unanimously approved, no objections or abstentions.

BRAMS - Affiliate Assistant Professor Appointment: Mary Lessig, MS, CCRP
Request motion of appointment:
- First: Andy Stergachis
- Second: Dave Hammond

Motion to appoint Mary Lessig was unanimously approved, no objections or abstentions.

Discussion:

PHARM 523: Insights into Community Pharmacy Practice Transformation – Jenny Bacci
Aims to fill a gap in the curriculum to learn more about contemporary community pharmacy practice, specifically: practice management concepts to support patient care; most recent innovative care services in WA; and an introduction to practice transformation skills.

Request motion of proposed course:
- First: Terri O’Sullivan
- Second: Ryan Hansen

Proposed course was unanimously approved, no objections or abstentions.

PHARM 524: Topics in Infectious Disease Pharmacotherapy – Doug Black
An elective that aims to provide a more in-depth discussion of infectious disease stewardship and pharmacotherapy.

Request motion of proposed course:
- First: Peggy Odegard
- Second: Andy Stergachis

Proposed course was unanimously approved, no objections or abstentions.

PHRMCY 551: Case Conferences & Continuous Professional Development – Lingtak Chan
A core course for 4th Year PharmD students in the Purple Curriculum to actively participate in case conference sessions, town halls, and law review to help maintain a sense of community among students and faculty. Cases for discussion would come from inpatient, clinic, general medicine, and general ambulatory care rotations.

Request motion of proposed course:
- First: Mary Hebert
- Second: Jen Danielson

Proposed course was unanimously approved, no objections or abstentions.

<table>
<thead>
<tr>
<th>Agenda item</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Curriculum Committee Update</td>
<td>Ryan Hansen</td>
</tr>
</tbody>
</table>

**Discussion:**

Recent Town Hall covered most updates from the Curriculum Committee; an FAQ is forthcoming. Syllabus updates will be disseminated soon. Winter 2022 classrooms and schedules have been finalized. Upcoming focus for the Committee is accreditation-related activities. No questions posed.

<table>
<thead>
<tr>
<th>Agenda item</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Update on Accreditation Process</td>
<td>Peggy Odegard</td>
</tr>
</tbody>
</table>

**Discussion:**

Primary focus is on faculty orientation, including research purposes and initiatives. The Annual Curricular Summit will further identify areas for faculty development in instruction. Mock site visit will occur in February 2022; visit will not impact graduate and postdoctoral interviews. This mock visit will occur roughly six weeks prior to the actual visit as a dress rehearsal.

<table>
<thead>
<tr>
<th>Agenda item</th>
<th>Presenter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open Forum</td>
<td>H. Steve White</td>
</tr>
</tbody>
</table>

**Discussion:**

Jasmine Mangrum and Rachel Firebaugh presented on the Pharmacy Provider Courses for PY3. The focus of the Provider Series is to apply literature to patient cases as evidence-based practice; respond to real-life pharmacy practice issues; continue to foster wellness and overall well-being; and develop presentation skills.

Patricia Hedtke reminded faculty that new course applications may take more than a quarter for full approval and recommended early planning.

No further topics or questions posed.
Grants and Contracts Update:

Packing Slips – Please send to Saveena
Confirmation of receipt for orders is important to be in accordance with audit policies. Please scan and send packaging slips to Saveena for all orders. When packaging slips are not received, emails need to be sent to request confirmation on purchases. We are hoping to limit the amount of email confirmations.

Maternity Leave Coverage Plan: Countdown to Baby Camp! Due November 6
Lori Hayes – October 25-March 31.

- Pre-award
  - Grant application submissions
  - Processing new contracts
- Post-award
  - Contract modifications
  - Just-in-time materials preparation and submission
  - Progress reports
  - Budget extensions
  - No-cost extensions
  - Project set-up upon receipt of notice of award
  - Supporting the eFEC process in the spring
  - Anything that needs sponsor contact – e.g. pre-award spending, prior approval requests,

Please give Lori as much notice as possible – she is only dedicating a few hours/week to DoP. Let’s treat her well!

Lori and Alyssa will work together in the final weeks that Alyssa is in the office to ensure a smooth transition of duties.

Note: Lori has several pages of notes regarding planned activities and submissions for Alyssa’s maternity leave time. If you are planning a new grant, a contract modification, or if there is anything else you want to make sure Lori is aware of, email Alyssa ASAP to have it added to the plan.

Saveena Ahmed and Mark Ondrake (Fiscal Specialist)

- Post-award reconciliations
- Purchasing and reimbursements
- Invoicing for milestone-based projects
- Budget management/changes
  - Includes subaward invoicing
- Costing allocations in Workday – note, if a new grant comes in, Lori will also be involved.

Marina

- Continue looping in Marina any time a student is hired and for any questions about RAs or TAs

Maya

- Please loop in for any other questions or concerns
August 26, 2021

Steve H. White, PhD
Chair, Department of Pharmacy
and
Department of Pharmacy Faculty Colleagues
University of Washington
Box 357630
Seattle, WA 98195-7630

Re: Sepideh F. Varon, PhD

Dear Steve and Pharmacy Faculty Colleagues,

I write to enthusiastically recommend one of our affiliate assistant professors, Sepideh (‘Sepi’) Varon for promotion to affiliate associate professor in the Department of Pharmacy and The CHOICE Institute.

Sepi became an affiliate assistant professor years ago when she first joined Allergan as a Director in the Global Health Economics and Outcomes Research group for the Neurosciences therapeutic area. During her thirteen years at Allergan, Sepi led the development of the outcomes research strategy for BOTOX® for multiple indications, including chronic migraine, now approved in 86 countries. Sepi is now a Vice-President of the Health Economics and Outcomes Research group at AbbVie.

For many years, Sepi has led the team that is responsible for the University of Washington-Allergan fellowship. Many of our fellows have earned their MS in CHOICE by investigating research questions related to migraine therapies. During their second year of the fellowship, Sepi ensures that all our fellows have a successful year in industry. Meeting with them weekly, she matches their interests with specific therapeutic areas and teams, provides guidance, monitors their progress, and helps them achieve their goals. Sepi is both a mentor and friend to our students and they speak very highly of her mentorship.

Sepi is involved on the UW campus as well. She guest lectures in HEOR 531: Assessing Outcomes in Health and Medicine where she shares the depth and breadth of her knowledge, providing a vision for students of the pivotal role of outcomes research in the development and FDA approval of pharmaceuticals. In Winter 2021, for the benefit of all CHOICE students and faculty, Sepi provided a similar presentation in CHOICE seminar (HEOR 597). Had COVID not interfered, Sepi would have also met for lunch with our students and conducted one-on-one meetings with those interested.
Sepi Varon

Sepi earned her PhD in Health Services Research at UCLA and her MPH at Boston University. She is a role model for all HEOR scientists and has a special interest in serving as a role model for women in STEM fields. She is a seasoned outcomes research scientist, also with expertise in regulatory drug approval. She has published over 40 articles, and lectures at multiple universities in Southern California. She is a member of the Advisory Council for Schmid College of Science and Technology at Chapman University (Orange, CA) and leads the AbbVie-Allergan partnership with the Healthcare Businesswomen’s Association (HBA) and is an advisory board member for the Orange County HBA. She was recently recognized with a 2020 Luminary Award by Allergan HBA.

In her new role at AbbVie, Sepi plans to continue her oversight of the UW-AbbVie/Allergan fellowship. She also plans to come to our UW campus annually, where we will arrange for her to guest lecture and meet with our students; both are activities to which she looks forward.

In sum, I highly recommend Sepi for this long-overdue promotion to affiliate associate professor. She is uniquely positioned to offer her expertise in the role of outcomes research in the drug approval process and is most enthusiastic about continuing to mentor our graduate students.

Thank you for your consideration. Please let me know if I can answer any questions.

Sincerely,

Beth Devine, PhD, PharmD, MBA
Shirly and Herb Bridge Endowed Professor for Women in Pharmacy
The CHOICE Institute
Adjunct: Health Services; Biomedical Informatics
Member: Plein Center; Institute for Public Health Genetics
Sepideh Varon
AbbVie Vice President
HEOR – Immunology & Oncology
Irvine, California, United States
Varon_sepideh@allergan.com
714.246.6075

Sepideh F. Varon, PhD, is Vice President / Health Economics Outcomes Research for the Immunology & Oncology Therapeutic Areas. Her team is comprised of skilled researchers who conduct rigorous, innovative, and strategically-focused pharmacoeconomic & outcomes research. She joined AbbVie / Allergan 13 years ago and started as GHEOR Director for the neurosciences therapeutic area where she developed the outcomes research strategy for BOTOX® across multiple indications, including leading health economics & outcomes strategy for the global launch of BOTOX® Chronic Migraine (now approved in 86 countries). Sepi is a seasoned researcher and has published over 40 peer-reviewed manuscripts and has lectured at multiple universities. In addition, she is an Affiliate Assistant Professor at the University of Washington (Seattle, WA) where her team oversees the Allergan – University of Washington fellowship in Pharmaceutical Outcomes Research & Policy.

Prior to coming to AbbVie, Sepi worked at Amgen Inc. and Mercer.

Sepi sits on the Advisory Council for Schmid College of Science & Technology at Chapman University (Orange, CA) and is an Executive Board Member of TVT Community Day School (Irvine, CA). Sepi also leads the AbbVie-Allergan partnership with the Healthcare Businesswomen’s Association (HBA) and is an advisory board member for the Orange County Healthcare Businesswomen’s Association (HBA). She was recently awarded 2020 Luminary Award by Allergan-HBA.

She holds a PhD in Health Services Research from UCLA and a Masters in Public Health from Boston University.

In her spare time, Sepi is an avid runner and has completed four marathons, including the Los Angeles, Orange County, and New York (2x). Sepi resides in Newport Coast, CA with husband, Michael and two sons, Ben and Ari.
August 26, 2021

Steve H. White, PhD
Chair, Department of Pharmacy
and
Department of Pharmacy Faculty Colleagues
University of Washington
Box 357630
Seattle, WA 98195-7630

Re: Todd Edwards, PhD, Associate Professor, Department of Health Services

Dear Steve and Pharmacy Faculty Colleagues,

I write to enthusiastically nominate Todd Edwards, PhD, Associate Professor, UW Department of Health Services for a position as Adjunct Associate Professor in the Department of Pharmacy and The CHOICE Institute. Todd earned his MA and PhD in Social Psychology at Claremont Graduate University, Claremont, California. He has 35 years of experience as a quantitative scientist with expertise in the methods for instrument development in health outcomes research and is widely recognized for the same.

Todd and I have been co-coursemastering HEOR 531: Assessing Outcomes in Health and Medicine (formerly PHARM 535/HSER 584) since 2013. Our areas of expertise are complementary, his in cognitive and social psychology and mine in health economics and outcomes research. Both of us are quantitative health services research scientists. Our partnership is strong, and the graduate students benefit from both perspectives. He has expertise in all areas of quality-of-life research except for preference assessment, which is the area I bring.

Approximately 22 students enroll in our course annually. The course is intended for PhD students in any of the health sciences programs and for MS students in CHOICE. In any given year, approximately 50% of the students are from CHOICE and 30% are from Health Services. The remaining 20% are from Epidemiology and/or are clinical scholars. Occasionally, a PhD student will enroll from Nursing or Social Work. We share the teaching load equally, each of us taking 1 hour and 20 minutes per week. Our course is project driven; each of us mentors approximately 11 students annually. On occasion, Todd has also mentored CHOICE students on projects outside of class. He is more than willing to continue to do the same.
In Winter 2022, Todd will be the sole course master for HEOR 531/HSERV 584 while I am on sabbatical.

Thus positioned, I strongly believe that Todd’s involvement with The CHOICE students through the years, and in advance of 2022, warrants recognition as an Adjunct Associate Professor.

Please let me know if I can answer any questions. Thank you kindly for your consideration.

Sincerely yours,

Beth Devine, PhD, PharmD, MBA
Shirly and Herb Bridge Endowed Professor for Women in Pharmacy
The CHOICE Institute
Adjunct: Health Services; Biomedical Informatics
Member: Plein Center; Institute for Public Health Genetics
VITA

Todd C. Edwards, PhD, MA
Associate Professor
Department of Health Services
University of Washington

Office Address
Box 359455
4333 Brooklyn Ave NE
Seattle, Washington 98195-9455
Phone: (206) 303-8683
Fax: (206) 616-3135
E-mail: toddce@uw.edu
1) Biographical Information

Todd Charles Edwards
7412 6th Av NW #4
Seattle, Washington 98117
Phone: (206) 303-8683

b. March 14, 1965 in Wisconsin Rapids, Wisconsin, U.S.A.

2) Education

Ph.D. 1994  Claremont Graduate University
Claremont, California  
Field: Social Psychology

M.A. 1990  Claremont Graduate University
Claremont, California  
Field: Social Psychology

B.S. 1987  University of Wisconsin - Stevens Point
Stevens Point, Wisconsin  
Field: Psychology

3) Licensure (not applicable)

4) Professional Positions

2017 - Associate Professor, University of Washington, Department of Health Services
2016 - 2017 Research Associate Professor, University of Washington, Department of Health Services
2010 - 2016 Research Assistant Professor, University of Washington, Department of Health Services
1997 - 2010 Research Scientist, University of Washington, Department of Health Services. Supervisor: Dr. Donald Patrick
1993 - 1994 Evaluation Scientist, Southwest Regional Educational Laboratory, Los Alamitos, California and Pacific Institute for Research and Evaluation, Bethesda, Maryland. Supervisor: Dr. Jordan Horowitz

5) Honors, Awards, Scholarships

1986  Psi Chi, Psychology Honor Society, University of Wisconsin – Stevens Point
1987  Lloyd Beck Award for Highest GPA in Psychology, University of Wisconsin – Stevens Point
1994  Arthur Brayfield Award for Most Meritorious Dissertation in Psychology, Claremont Graduate University, Claremont, California
2004-06 National Institute of Health, Loan Repayment Program Awardee

6) Public/Advisory

2011 Presenter and Expert Panel Member, United States Food and Drug Administration Workshop on Review and Qualification of Clinical Outcome Assessments, Silver Spring MD.
2014 Expert Panel Member, Quality of Life: Mental Wellness and Neuroscience. University of Washington Science and Policy Summit, Seattle WA.

7) Professional Activities (outside of UW)

Journal Peer Reviewer
1. Academic Pediatrics
2. BMJ Open
3. Cleft-Palate Craniofacial Journal
4. European Health Psychology
5. Evaluation and Program Planning
6. Health and Quality of Life Outcomes
7. Health Services Research Journal
8. Journal of Adolescence
9. Journal of Adolescent Health
10. Journal of Clinical Epidemiology
11. Journal of Pediatric Psychology
12. Laryngoscope
13. Peritoneal Dialysis International
14. Psychology and Health
15. Quality of Life Research
16. Value in Health
17. Journal of Cystic Fibrosis
18. British Journal of Dermatology
19. International Journal of Paediatric Dentistry

Grant Reviewer
2012 UW ITHS Pilot Grant Program
2013 UW Royalty Research Fund
2016 National Institute of Dental and Craniofacial Research (NIDCR), DSR Study Section: Special Grants Review Committee
2017- National Institute of Dental and Craniofacial Research (NIDCR), ZDE Special Emphasis Panel: Clinical Trials and Studies
2017- National Institute of Arthritis and Musculoskeletal and Skin Diseases (NIAMS), AMSC Clinical Trials Review Committee

2018- National Institute of Arthritis and Musculoskeletal and Skin Diseases (NIAMS), AMS Special Grants Review Committee

2019 UW Royalty Research Fund

Professional Memberships
International Society for Quality of Life Research
American Cleft Palate-Craniofacial Association

Professional Committee Memberships

8) Bibliography

PEER-REVIEWED JOURNAL ARTICLES: n=16 First-Author/Mentored (M = Mentored)


37. Kapp-Simon KA, Edwards TC, Ruta C, Bellucci CC, Aspinall CL, Strauss RP, Topolski TD, Rumsey NJ, Patrick DL. Shared surgical decision making and youth resilience


UNDER REVIEW


BOOK CONTRIBUTIONS


9) **Patents and Other Intellectual Property**: None

10) **Funding History**


2002-05 7) Quality of Life among Youth with Craniofacial Conditions: Phase II. National Institute of Dental and Craniofacial Research. Role: Project Director (50% FTE). PI: D Patrick.


<table>
<thead>
<tr>
<th>Year</th>
<th>Project Description</th>
<th>Source</th>
<th>Role</th>
<th>PI(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009-10</td>
<td>Parent Report of Signs of a Respiratory Exacerbation in Infants and Young Children</td>
<td>Institute of Translational Health</td>
<td>Site Principal Investigator</td>
<td>M Rosenfeld</td>
</tr>
<tr>
<td></td>
<td>with Cystic Fibrosis: A Feasibility Study.</td>
<td>Sciences, Small Grants Program</td>
<td>(15% FTE)</td>
<td></td>
</tr>
<tr>
<td>2009-10</td>
<td>Functional Assessment of Head and Neck Lymphatic Malformations.</td>
<td>Children’s Hospital and Regional</td>
<td>Site Principal Investigator</td>
<td>J Perkins</td>
</tr>
<tr>
<td></td>
<td>Medical Center Academic Enrichment Fund.</td>
<td>Medical Center Academic Enrichment</td>
<td>(25% FTE)</td>
<td></td>
</tr>
<tr>
<td>2009-11</td>
<td>CFSignD for Ages 7-11 Years.</td>
<td>NIDDK Administrative Supplement</td>
<td>Co-Investigator (10% FTE)</td>
<td>C Goss</td>
</tr>
<tr>
<td>2009-13</td>
<td>Patient-Reported Outcomes in Routine Clinical Care of Patients Living with HIV</td>
<td>NIH</td>
<td>Co-Investigator (20% FTE)</td>
<td>D Patrick, H Crane, P Crane</td>
</tr>
<tr>
<td></td>
<td>(PROMIS).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010-13</td>
<td>Surgical Care and Outcomes Assessment Program Comparative Effectiveness Research</td>
<td>AHRQ</td>
<td>Co-Investigator (20% FTE)</td>
<td>D Flum</td>
</tr>
<tr>
<td></td>
<td>Network (SCOAP CERTAIN).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2011</td>
<td>PRO Dossier of the CF Respiratory Symptom Diary (CFRSD).</td>
<td>Cystic Fibrosis Foundation</td>
<td>Co-Investigator (10% FTE)</td>
<td>C Goss</td>
</tr>
<tr>
<td>2011-12</td>
<td>Parent Report of Respiratory Signs of Cystic Fibrosis in Infants &amp; Young Children</td>
<td>NHLBI</td>
<td>Co-Investigator (20% FTE)</td>
<td>M Rosenfeld</td>
</tr>
<tr>
<td>2011-13</td>
<td>Phase I Development of Burns QoL Questionnaire.</td>
<td>Royalty Research Fund</td>
<td>Co-Investigator (20% FTE)</td>
<td>M Klein</td>
</tr>
<tr>
<td>2012-13</td>
<td>Phase I Development of a Parent Observational Sign Instrument for Cystic Fibrosis</td>
<td>Vertex Pharmaceuticals</td>
<td>Site Principal Investigator</td>
<td>M Rosenfeld</td>
</tr>
<tr>
<td></td>
<td>Ages 0-6 Years.</td>
<td></td>
<td>(20% FTE)</td>
<td></td>
</tr>
<tr>
<td>2012-13</td>
<td>Symptoms and Signs, Behaviors/Events, and Quality of Life in Girls with Central</td>
<td>Endo Pharmaceuticals</td>
<td>Principal Investigator</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Precocious Puberty.</td>
<td></td>
<td>(20% FTE)</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>Preparatory Study: Surveillance Trial to Increase Longevity in Lung Cancer Patients</td>
<td>National Cancer Institute</td>
<td>Co-Investigator (30% FTE)</td>
<td>L Kessler</td>
</tr>
<tr>
<td></td>
<td>(STILL).</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2010-13</td>
<td>Phase I Development of a Patient-Reported Outcome Measurement for Persons with Burn</td>
<td>UW Royalty Research Fund</td>
<td>Co-Investigator (15% FTE)</td>
<td>S Wiechman</td>
</tr>
<tr>
<td></td>
<td>Injury.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2012-14</td>
<td>Phase I Development of a Parent-Reported Outcome Measurement for Girls with Central</td>
<td>Endo Pharmaceuticals, Inc.</td>
<td>Principal Investigator</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Precocious Puberty.</td>
<td></td>
<td>(15% FTE)</td>
<td></td>
</tr>
<tr>
<td>2013-16</td>
<td>Long-Term Outcomes of Lumbar Epidural Steroid Injections for Spinal Stenosis.</td>
<td>Patient-Centered Outcomes Research</td>
<td>Co-Investigator (10% FTE)</td>
<td>J Friedly</td>
</tr>
<tr>
<td></td>
<td>Institute (PCORI).</td>
<td>Institute (PCORI)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2014-17</td>
<td>Using Electronic Health Assessment to Improve Patient-Centered Care with Adolescents</td>
<td>Patient-Centered Outcomes Research</td>
<td>Co-Investigator (15% FTE)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Institute (PCORI).</td>
<td>Institute (PCORI)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>


11) Public Health Practice Activities: None

12) Invited Lectures


Edwards TC (2014, November). The Essential Role of Patient-Reported Outcomes in Comparative Effectiveness Research: Lessons from Working with PCORI. Children’s Hospital Research Institute, Seattle WA.


Edwards TC (2016, October). The Science of Quality of Life Measurement and Applications for Youth who are Deaf and Hard of Hearing. Seattle Children’s Hospital, 9th Annual Loeb Symposium. Seattle WA.
Edwards TC (2016, October). Results from the Adolescent Deafness and Hard of Hearing Quality of Life Study. Seattle Children's Hospital, 9th Annual Loeb Symposium. Seattle WA.

13) Conference Oral Presentations and Posters


Edwards TC, Skalicky AM, Fredericksen R, Austin E, Crane HM, Crane PK, Patrick DL (2011, November). Content Validation of PROMIS I Depression Items in the Context of Clinical Care for Adults Living with HIV. Poster presentation, ISOQOL, Denver, CO.


Health and Well-Being in Infants with Clefts. Poster presentation at the Annual Meeting of the Society for Quality of Life Research. Philadelphia, PA.

Edwards TC et al. (2021, April). Validation Results from the Infant Cleft Observer Outcomes Instrument (iCOO) in Primary Lip Repair. Poster presentation at the American Cleft Palate-Craniofacial Association. Virtual Conference.

14) University Service

2010-present Research Committee - University of Washington, Department of Health Services
2015 Faculty Search Committee, Nutritional Sciences - University of Washington, Department of Health Services
2016-2017 MS Clinical Advisory Committee - University of Washington, School of Public Health
2016-present MPH/MS Faculty Advisory Committee - University of Washington, Department of Health Services
2019-present MPH Re-envisioning Steering Committee - University of Washington, School of Public Health

15) Professionally-Related Community Service: None

16) Other Pertinent Information: None

17) Teaching History

Instructor:

2012-present HSERV 584: Assessing Outcomes in Health and Medicine
2014-15 HSERV 592: Maternal and Child Health Research Seminar
2015-present HSERV 541: Topics in Maternal and Child Health
2017-19 HSERV 517: Introduction to Qualitative Research Methods
2019 HSERV 527: Survey Research Methods

Guest Lecturer:

2006–11 HSERV 584: Assessing Outcomes in Health and Medicine
2012 Qualitative Methods in Development of Patient-Reported Outcomes. UW Center for Clinical and Epidemiological Research.
2014 HSERV 526: Qualitative Methods for Public Health
2015 BIME 591: Biomedical and Health Informatics Research Colloquium
2015 PHARM 520: Introduction to Pharmacoeconomics and Outcomes Research
2016 DENTFN 521: Introduction to Dental Public Health
18) Advising and Research Mentoring

<table>
<thead>
<tr>
<th>Student Name</th>
<th>Year</th>
<th>Role</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Margaret Bayard</td>
<td>2010</td>
<td>MPH Thesis Chair</td>
</tr>
<tr>
<td>2. Nik Wright</td>
<td>2010</td>
<td>MPH Thesis Committee Member</td>
</tr>
<tr>
<td>3. Sarah Reed</td>
<td>2010</td>
<td>MPH Thesis Committee Member</td>
</tr>
<tr>
<td>4. Shelly Karuna</td>
<td>2010</td>
<td>MPH Thesis Committee Member</td>
</tr>
<tr>
<td>5. Megan Morris</td>
<td>2011</td>
<td>Academic Advisor, MPH Thesis Chair</td>
</tr>
<tr>
<td>6. Avanti Jayasuriya</td>
<td>2014</td>
<td>MPH Thesis Committee Member</td>
</tr>
<tr>
<td>7. Julia Correll</td>
<td>2014</td>
<td>MPH Thesis Chair</td>
</tr>
<tr>
<td>8. Maren Shipe</td>
<td>2014</td>
<td>MPH Thesis Chair</td>
</tr>
<tr>
<td>9. Alison Ojanen-Goldsmith</td>
<td>2015</td>
<td>Academic Advisor, MPH Thesis Chair</td>
</tr>
<tr>
<td>10. Patricia Purcell</td>
<td>2015</td>
<td>Academic Advisor, MPH Thesis Chair</td>
</tr>
<tr>
<td>11. Colleen Kimsey</td>
<td>2016</td>
<td>Academic Advisor, MPH Thesis Chair</td>
</tr>
<tr>
<td>12. Maria Stepanchak</td>
<td>2016</td>
<td>Academic Advisor, MPH Thesis Chair</td>
</tr>
<tr>
<td>13. Olivia Vargas</td>
<td>2016</td>
<td>Academic Advisor, MPH Thesis Chair</td>
</tr>
<tr>
<td>14. Priya Patel</td>
<td>2016</td>
<td>MPH Thesis Chair</td>
</tr>
<tr>
<td>15. Robin Supplee</td>
<td>2016</td>
<td>MPH Thesis Committee Member</td>
</tr>
<tr>
<td>16. Ryan Kearney</td>
<td>2016</td>
<td>MPH Thesis Chair</td>
</tr>
<tr>
<td>17. Connor Henry</td>
<td>2017</td>
<td>MPH Thesis Committee Member</td>
</tr>
<tr>
<td>18. Do-Quyen Pham</td>
<td>2017</td>
<td>MPH Thesis Committee Member</td>
</tr>
<tr>
<td>19. Hadley Mowe</td>
<td>2017</td>
<td>Academic Advisor, MPH Thesis Chair</td>
</tr>
<tr>
<td>20. Lauren Smith</td>
<td>2017</td>
<td>MPH Thesis Chair</td>
</tr>
<tr>
<td>21. Mia Vogel</td>
<td>2017</td>
<td>MPH Thesis Committee Member</td>
</tr>
<tr>
<td>22. Andrew Bossick</td>
<td>2018</td>
<td>Academic Advisor</td>
</tr>
<tr>
<td></td>
<td>Name</td>
<td>Year</td>
</tr>
<tr>
<td>---</td>
<td>-----------------------</td>
<td>------</td>
</tr>
<tr>
<td>23.</td>
<td>Deirdre Wholly</td>
<td>2018</td>
</tr>
<tr>
<td>24.</td>
<td>Mark Abbey-Lambertz</td>
<td>2018</td>
</tr>
<tr>
<td>25.</td>
<td>Sara Magnusson</td>
<td>2018</td>
</tr>
<tr>
<td>26.</td>
<td>Holly Grimm</td>
<td>2018</td>
</tr>
<tr>
<td>27.</td>
<td>Marianna Grady</td>
<td>2018</td>
</tr>
<tr>
<td>28.</td>
<td>Michelle Reissig</td>
<td>2018</td>
</tr>
<tr>
<td>29.</td>
<td>Nicolas Dundas</td>
<td>2018</td>
</tr>
<tr>
<td>30.</td>
<td>Raina Voss</td>
<td>2018</td>
</tr>
<tr>
<td>31.</td>
<td>Sophia Dzilenski</td>
<td>2018</td>
</tr>
<tr>
<td>32.</td>
<td>Tatiana Sarkhosh</td>
<td>2018</td>
</tr>
<tr>
<td>33.</td>
<td>Anita Poon</td>
<td>2019</td>
</tr>
<tr>
<td>34.</td>
<td>Kate Jacobsen</td>
<td>2019</td>
</tr>
<tr>
<td>35.</td>
<td>Daisy Parra-Padilla</td>
<td>2019</td>
</tr>
<tr>
<td>36.</td>
<td>Akila Ramaraj</td>
<td>2020</td>
</tr>
</tbody>
</table>
1. Call to Order and Approval of Agenda.

2. Faculty Senate Chair’s Remarks – Chris Laws. [Exhibit A]

   a. Report of the Secretary of the Faculty. [Exhibit B]
   b. Report of the Chair of the Senate on Planning and Budgeting. [Exhibit C]
   c. Report of the Faculty Legislative Representative. [Exhibit D]

4. President’s Remarks– Ana Mari Cauce.

5. Requests for Information.
   Summary of Executive Committee Actions and Upcoming Issues of August 11, 2021.
   a. Approval of the May 3, 2021, Senate Executive Committee minutes.
   b. Approval of the May 13, 2021, Faculty Senate minutes.
   a. Approval of the August 11, 2021, Senate Executive Committee minutes.
   b. SEC Housekeeping Change – Faculty code Section 25-51.

6. Memorial Resolution.

7. Consent Agenda.
   a. Approve Nominees for Faculty Councils and Committees. [Exhibit E]
   b. Approve nominations for 2021-2022 Senate Executive Committee positions. [Exhibit F]

8. Announcements.

   a. Class A Legislation – Faculty council title and charge amendment – first consideration. [Exhibit G]
      Faculty Council on University Facilities and Services.
      Action: Initial review of proposed revisions to the Faculty Code.

10. Discussion Items.
    a. Faculty Senate Task Force on Dispute Resolution: proposed legislation update. [Exhibit H]
    b. Covid update and discussion.

11. Good of the Order.


Prepared by: Mike Townsend
Approved by: Chris Laws, Chair
Secretary of the Faculty
Faculty Senate

NOTE: If a continuation meeting is necessary to conduct unfinished or special business, it will be held on Thursday, October 28 at 2:30 p.m. via Zoom
Greetings fellow members of the faculty and colleagues one and all – I am deeply honored and thankful to present an opening report for the 2021 UW Faculty Senate. On our agenda are some short items of immediate business, as well as discussions concerning important issues and planned legislation that we will be considering carefully in the coming months. The former are straightforward – a change to the name and charge of the Faculty Council on University Facilities and Services, along with a correction to a recently discovered transcription error in the Faculty Code.

The latter topics, however, are far more challenging and introduce some of the most important goals of this year’s Senate. Quite naturally our immediate focus is on supporting a safe return to campus for all faculty, staff, and students as the COVID-19 pandemic continues, and laying the foundation for the long recovery process that lies ahead as we untangle the many and highly differential impacts that the last 2 years have had on our community. Senate leadership has worked in close concert over the past several months with university administrators and our experts on Public Health – some of whom we will hear from today – to assure that our return to in-person learning – an absolutely key and central part of our identity – proceeds as safely as possible.

But we are certain that there are many, many uncertainties remaining, and we must collectively stay informed, vigilant and dedicated if we are to manage the challenges ahead. The Senate has a key role to play in the decision-making and oversight processes, and I would especially like to emphasize this year the need for more directed efforts to communicate those decisions and outcomes clearly with our colleagues and our constituencies, and to provide open channels for all faculty to express their concerns through their elected representatives as we negotiate our way through the real concerns the ongoing pandemic presents.

We will also discuss today our plans to implement a robust and transparent Dispute Resolution process for our faculty community this year. This work, charged to us by Senate resolution, has been ongoing for well over a year now, and with the help of our partners in administration we are at last in position to move forward comprehensive legislation codifying a transparent, supportive, and empowering set of tools to allow faculty voices to be heard and respected during disputes in ways that simply do not exist now. The dizzying variability in how grievances and allegations of misconduct are currently managed on our campuses has produced countless instances of pain and deeply unsatisfactory outcomes over the years, and it is absolutely incumbent upon us to right this systematic, structural wrong – and we will do so, though it will not be easy. There are many complex issues to consider, and we will need to move thoughtfully and very deliberately – every Senator should expect that this topic will be front and center at every meeting we have this year until the task is done.

There are of course, many other issues that we have plans to address this year: changes to the Diversity Credit requirement to make it more meaningful to our students and a better tool in our collective approach to combating systematic racism here in our world today; changes to our merit and evaluation processes to bring more opportunities for growth to our faculty, and to better align our promotion and evaluation policies and procedures across our three campuses; development of clearer and more supportive pathways and relationships for our teaching professors, our part time lecturers, and the members of our clinical faculty; and many other tasks our Faculty Councils have set before themselves for the coming year.

The work I’ve outlined is extensive, yet still somehow incomplete, and given the enormity of the tasks before us, I cannot properly express how thankful I am for your dedication and service – for your optimism, for your patience, and for your compassion and empathy as we work through these challenges together. There will be few easy answers, and many long days ahead, but fortunately resolving hard problems – in a collaborative, collegial, and community-centered way – is exactly what we do here at the University of Washington. I could not be happier to be right here, right now, sharing moments in this amazing universe with you all. Thank you again, and welcome (back!) to the UW Faculty Senate.
Report of the Secretary of the Faculty
Mike Townsend, Associate Professor, School of Law

1. All faculty members of Faculty Councils have been appointed. Welcome to all new and returning members! Council membership, along with meeting minutes and schedules, can be found on our website at https://www.washington.edu/faculty/councils/.

2. Work is nearing completion on a new dispute-resolution process. Pre-drafting discussions, which took place under the auspices of the steering and values and principles subcommittees of the dispute-resolution task force, included a wide-range of stakeholders. The code-writing process has been ongoing in the drafting subcommittee. Discussions with the administration are ongoing. Code will be discussed in the SEC and Senate during this academic year, with a final Senate vote planned for the Spring.

3. SEC, Senate, and Council meetings will continue to be on-line. The on-line process has proved to be efficient and has resulted in increased attendance.

4. Senate leadership and office staff will be using a staggered in-person/teleworking arrangement. There will be someone in the Senate Office during working hours. In any case, personnel can be reached at their usual numbers and by email.

5. The Secretary discovered a transcription error in the on-line version of the Faculty Code, and, pursuant to Faculty Code Section 29-39, a housekeeping change was submitted to the Senate Executive Committee for approval at the October 4th meeting. Details can be found by looking at the SEC agenda. The change was approved, and the on-line policy directory has been appropriately updated.
Report of the Chair of the Senate Committee on Planning and Budgeting
Robin Angotti, Professor, Engineering & Mathematics, UW Bothell

The Senate Committee on Planning and Budget meets weekly with the Provost, the Vice-Provost for Planning and Budget, and the head of the Board of Deans. SCPB is charged with consulting on all matters relating to the University budget and on a wide range of program and policy decisions.

Hopefully, 2021-2022 will be less anxiety provoking for the Senate Committee on Planning and Budgeting than the previous year. Last year, due to the Covid-19 pandemic, we went from a dire economic outlook in the fall to a relatively healthy budget in the spring. The pace of the changes in budget forecast was mind boggling and stress inducing. This year, I hope for a relatively normal range of topics such as the annual University-wide budget review and preparation process, faculty compensation including merit increases and unit adjustments, tuition and fee rates and the ABB model, requests for reorganization, consolidation or elimination of academic programs (the RCEP process), monitoring of deficits in academic and administrative units, consultation on key units, projects and initiatives, and more.

Faculty voted last year to expand the membership of SCPB, so there are several new members to serve alongside those with considerable experience. The membership of SCPB consists of a diverse array of disciplines, schools, colleges, and campuses, which will allow for new insights and discussion. With the addition of members from Bothell and Tacoma, SCPB is better positioned to discuss issues that impact the entire University.

As we embark upon the work this year, it is also worth considering deeper questions, which are closely linked to budgetary matters as well as the planning side of the SCPB charge. We have a goal of being the very best public university in the country as measured by our impact and providing access to a world class education with discovery and cutting-edge scholarship at its very core. How do we maintain that identity as one university and one faculty yet with three different campus missions and budgetary structures? How do we stay committed and dedicated to the values and mission of the university and use them to guide our decision-making process? How can we prepare for the future as we grapple with issues such as deferred maintenance and stagnant faculty salaries? What strategies will we employ to move us forward? SCPB will consider all of these questions as we hold our meetings throughout this academic year.
This first report of the academic year starts with some updates on legislative prospects for this year, continues with a couple of policy-related issues that came up over the summer, and finishes up with an in-depth report on faculty salaries in comparative perspective.

Legislative prospects for 2022

In January 2022 the state legislature will convene for a “short” session. Washington operates with a two-year budget cycle, running from July 1 each odd numbered year to June 30 two years later. The 2021 “long” session incorporated budget negotiations for the biennium running from 2021 to 2023. When the legislature reconvenes there will be opportunities to make minor course corrections to the budget and adopt a few new policies here and there. It’s not typically the time for major initiatives along the lines of last year’s capital gains tax.

The 18 month period since the onset of the COVID pandemic began with dire predictions of a negative impact on state revenues. The budget picture became brighter over time. By the time a fiscal plan was put in place a few months ago, forecasts had just about converged to the pre-pandemic baseline. In the months since, the picture has become even rosier. The state now anticipates collecting hundreds of millions more dollars than they had anticipated. The 2022 session will provide an opportunity for legislators to allocate this windfall.

State employee salaries are definitely on the legislature’s radar screen. Unionized state employees are well into the process of negotiating contracts for the upcoming fiscal year, and indications are that these contracts will incorporate cost-of-living adjustments between 3 and 4%. Judging by recent precedent, this bodes well for a legislative allocation of similar magnitude to fund salary increases for faculty and non-represented staff.

As plans develop for the session JoAnn Taricani and I will be on the lookout for developing initiatives along the lines of the diversity training bills introduced in the past session. Preliminary conversations suggest that legislators are concerned about the lingering effects of the pandemic on college readiness.

Brief Update: Parking

Over the summer several members of Senate leadership were involved in discussions with Transportation Services regarding changes in billing for year-round parking permits. Some faculty on nine-month contracts were sent invoices requesting out-of-pocket payment in lieu of payroll deduction. This is a departure from previous practices; prior to 2021 summer parking charges were deducted from academic year paychecks for faculty without summer salary, much the way summer health insurance charges are levied via a “sextuple deduction.” Transportation services upgraded their software system, and in the process of updating it was determined that the functionality required to continue this practice was expendable.

Beyond the convenience factor, sending faculty invoices rather than using payroll deduction eliminates the tax deductibility of summer parking charges. Depending on a faculty member’s tax bracket, this represents an out-of-pocket cost increase of up to 20% for an annual parking permit.

On September 1st, representatives of faculty senate leadership met with leaders of transportation services to convey concerns about reduced convenience and increased cost. It is hoped that pre-2021 functionality will be restored in time for 2022. A further improvement to customer service standards would be to allow all transportation services products to be eligible for payroll deduction, as they are at other universities. At present only annual permits are eligible for payroll deduction.

Brief Update: Ethics
A recent meeting of the Council of Faculty, bringing together faculty legislative representatives from the six four-year public universities in Washington, discussed the recent case of a UW faculty member brought before the State Executive Ethics Board. The Ethics Board is independent of the University of Washington and enforces state law, rather than University policy. Members of the Council will ensure that legislators are aware of concerns regarding the application of state ethics law (RCW 42.52) to university faculty.

**Faculty Salary Report**

*Prelude: Monopsony and the Modern University*

Over the summer I received notification of my eligibility to participate in a class action settlement. You’ve probably received these letters too, amounting to an offer of a few dollars as recompense for some alleged peccadillo that your wireless telephone carrier or credit card issuer wants to make go away without admitting guilt.

This notice was a bigger deal. By participating in the settlement I am eligible to receive a monetary reward in the thousands of dollars. The party paying out the claim? My former employer, Duke University.

It was a fairly open secret at Duke that the university had entered into a “non-compete” agreement with its friendly rival nine miles down US 15-501, the University of North Carolina at Chapel Hill. I heard about this arrangement from no less reliable a source than Duke’s provost, who explained how Duke had for quite some time agreed not to poach UNC faculty and vice-versa.

Why did this friendly agreement between rival universities entitle me to a settlement (a condition of which, it should be noted, is that neither university admits wrongdoing)? Because it’s illegal, a violation of antitrust law. Collusion between rival employers harms their employees, in economic terms, by limiting their salaries. It’s the same logic that has driven legislators to ban non-compete clauses in employment contracts, the provisions that forbid an employee from quitting to take a job with a rival.

Collusion between Duke and UNC granted those universities some element of what economists call monopsony power. It’s a close cousin to the more commonly discussed monopoly power. A monopolist faces no competition as seller of a good or service in a market, and has the potential to exploit consumers for its own profit. A monopsonist, by contrast, faces no competition as *buyer* of a good or service in a market, and has the potential to exploit sellers. In the market for “professorial services,” the university is the buyer and the faculty are sellers.

Monopsony power is a significant consideration in faculty labor markets. This is the conclusion of a recent study authored by Austan Goolsbee and Chad Syverson, economists at the University of Chicago. These authors warn that monopsony power is significant, particularly among faculty at higher ranks, has been growing over time, and is a potential driver of the shift away from employing tenure-track faculty. They conclude that monopsony power “is concentrated at larger schools as well as more prestigious schools.”

With this preliminary lesson in mind, let’s look at faculty salary data for the (large, prestigious) University of Washington.

**UW-Seattle Salaries in Comparative Perspective, 2020-21**

This report makes use of data disseminated by the AAUP on salaries across hundreds of American public universities during the 2020/21 academic year. The AAUP reports data separately for UW’s three campuses. This report will focus on data for the Seattle campus, in large part because of the difficulty in securing data for institutions that are “peers” to the Bothell and Tacoma campuses.¹ UW-Seattle will be

---

¹ Salaries at Bothell and Tacoma are simultaneously high compared to other public institutions in the same Carnegie classification and low compared to those on the Seattle campus. If you are inclined to think of the University of Washington as one institution across three campuses, data for Bothell and Tacoma do not change this report’s conclusions. If you are inclined to think of the Bothell and Tacoma
assessed using a database of 100 public universities represented in the Times Higher Education rankings situated in communities large enough to be eligible for representation in the U.S. Bureau of Economic Analysis data on relative cost of living.

The methods here will be straightforward. We’ll look at how UW salaries at the ranks of assistant, associate, and full compare to the other 99 institutions in the data. We’ll then make a more refined comparison: how do UW salaries compare to institutions where faculty boast a comparable research and citation profile, according to Times Higher Education. Finally, we’ll toss local cost of living into the mix.

I won’t keep you in suspense. The data will show that UW-Seattle ranks #100 out of 100 in terms of productivity, impact, and cost-of-living adjusted salaries for full professors. UW-Seattle ranks #96 out of 100 in terms of productivity, impact, and cost-of-living adjusted salaries for associate professors. UW-Seattle ranks #93 out of 100 in terms of productivity, impact, and cost-of-living adjusted salaries for assistant professors. Considering only assistant professor salaries, on which UW-Seattle does best, our junior faculty should be the fourth highest paid among 100 institutions on the basis of productivity, impact, and cost-of-living, behind only UC-Berkeley, UCLA, and the University of Michigan. In fact our assistant professor salaries are only good enough for 19th place.

OK, let’s back up a few steps. Starting with the simplest summary data, salaries at UW-Seattle don’t look all that bad. Across three ranks, the UW-Seattle average exceeds the median in the 100-institution sample by a fairly consistent $11,000 to $13,000. Bear in mind, though, that the median institution in this sample is not necessarily a public university that UW-Seattle would consider a peer. The median assistant professor salary of $88,200, for example, is paid by California State University-Fullerton.

<table>
<thead>
<tr>
<th>TABLE 1: SIMPLE SUMMARY STATISTICS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>UW-SEATTLE</td>
</tr>
<tr>
<td>100-INSTITUTION MEDIAN</td>
</tr>
</tbody>
</table>

Clearly, we’d prefer to benchmark UW-Seattle against flagship institutions we would more readily identify as our “peers.” There’s a potential issue with this, however, in that our choice of comparands can drastically alter our conclusions. Choose UC-Berkeley as our comparand and our salaries look very low. Choose instead the University of Minnesota-Twin Cities and we look pretty good.

<table>
<thead>
<tr>
<th>TABLE 2: DATA FOR TWO HYPOTHETICAL COMPARANDS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>UC-BERKELEY</td>
</tr>
<tr>
<td>MINNESOTA-TWIN CITIES</td>
</tr>
</tbody>
</table>

Rather than select some subset of the 100 institution-sample, a process susceptible to charges of cherry-picking, this report will continue to utilize data for all 100 and identify more reasonable benchmarks for UW-Seattle through statistical analysis. It’s not a very fancy analysis, either; it would be suitable as a term project for an undergraduate taking a second course in stats. Ordinary least squares regression. Effectively, regression analysis enables us to answer the question “how do UW-Seattle salaries compare to institutions where faculty have a similar track record of research productivity, a similar record of citation, and in local regions with comparable cost of living.” Where the source of data for the first two factors is the Times Higher Education World University Rankings and the final comes from the U.S. Department of Commerce.

A barely-simplified representation of what we’re doing appears in Figure 1. The horizontal axis in this scatterplot measures the citation record of a University’s faculty, as computed by Times Higher Education.2 The vertical axis measures average salaries for full professors. Each dot is a university, and I’ve done my best to write the names of each university in a very tiny font next to the dot. The upward-
sloping line is computed using the ordinary least squares algorithm. The regression line represents the straight line that best summarizes the relationship between these two factors. And the height of the line above or below any given data point serves as a benchmark. Dots below the line correspond to universities that pay less than what we'd expect for a faculty of comparable impact. Dots above the line correspond to universities that pay more.

The upward slope of the line illustrates that Universities employing faculty with a higher-impact research record tend to pay them more. If one were to ask the question, "why do some Universities pay their faculty more than others" this single factor can explain more than half the variation ($R^2=0.541$ if you know the jargon). UW-Seattle’s dot is way over on the right hand side – our faculty boast one of the strongest citation records in the world, sharing rarified territory with the most prestigious American public universities.

Our dot is below the regression line. Meaning, judging by the general relationship between faculty research impact, as measured by citations, and salaries our full professors are underpaid, to the tune of $20,000 per year. By comparison, UC Berkeley – the only institution in the sample with a citation record stronger than ours – has a dot above the regression line. Full professor salaries at Berkeley beat the benchmark by almost $40,000.

Looked at in a slightly different way, UW-Seattle employs faculty with a world-class record of scholarship impact at salaries one might more reasonably expect at an institution like Colorado State.

That's what happens when we adjust for a single measure of faculty productivity. Adding a second, the Times Higher Education research index, which incorporates things like raw number of publications and grant funding, is akin to extending the two-dimensional graph above into three dimensions. Imagine dots in three-dimensional space, with a plane rather than a line to provide benchmarks. Rather than attempt to
insert a three-dimensional representation into this decidedly two-dimensional report, I'll provide you with some summary information on the results of this analysis.\(^3\)

Table 3 compares the actual average salaries paid at UW-Seattle to the benchmarks established by ordinary least squares regression analysis controlling for two factors: the research and citation indices. It then takes the difference between these two—the residual, to use jargon—and then summarizes where UW-Seattle stands among the 100 schools in the sample when ranked by the residual. The university with the most positive residual pays the most relative to benchmark, the most negative corresponds to the institution that falls the furthest behind its individualized benchmark.

**TABLE 3: BENCHMARKING UW-SEATTLE SALARIES ACCORDING TO RESEARCH AND CITATION METRICS**

<table>
<thead>
<tr>
<th></th>
<th>Full</th>
<th>Associate</th>
<th>Assistant</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UW-SEATTLE AVERAGE</strong></td>
<td>$153,800</td>
<td>$112,200</td>
<td>$101,000</td>
</tr>
<tr>
<td><strong>REGRESSION BENCHMARK</strong></td>
<td>$190,220</td>
<td>$125,352</td>
<td>$108,126</td>
</tr>
<tr>
<td><strong>DIFFERENCE</strong></td>
<td>-36,420</td>
<td>-13,152</td>
<td>-7,126</td>
</tr>
<tr>
<td><strong>UW-SEATTLE RANK AMONG 100 PUBLIC INSTITUTIONS</strong></td>
<td>#99</td>
<td>#96</td>
<td>#85</td>
</tr>
</tbody>
</table>

At all faculty ranks, research and citation-based benchmarks for UW-Seattle are well above actual average salaries. Were UW-Seattle full professors paid what would be expected on the basis of research productivity and citation record, average salaries would be over $36,000 higher. Associate professors would earn an average of $13,000 more, assistant professors $7,000 more.

At all faculty ranks, UW-Seattle posts one of the largest deficits between actual salaries and benchmarks in the United States. At the full professor level, only the University of Montana in Missoula pays less relative to benchmark. At the associate level, Montana is joined by the University of Arizona, Northern Arizona University, and the University of Kansas as the only institutions among 100 that pay less relative to benchmark. At the assistant professor level, UW-Seattle fares somewhat better but still ranks #85 of 100.

From a different perspective, the actual full professor salaries paid at UW-Seattle would ordinarily associate with a faculty with the research and citation record posted at institutions such as the University of Massachusetts-Amherst or the University of South Florida. Associate professor salaries at UW-Seattle are on par with a faculty with the research productivity and impact of Michigan State or Penn State. Assistant professor salaries at UW Seattle are along the lines of what one might expect for a faculty with research and citation records comparable to the University of Wisconsin-Madison or UC Santa Barbara.

What happens when we add local cost-of-living to the benchmarking process? Holding research productivity and citation records constant, Universities in higher cost-of-living locales tend to pay higher salaries. Table 4 shows that adjusting for cost of living raises the benchmarks at all faculty ranks. With these higher benchmarks, UW-Seattle slips into last place in full professor salaries relative to benchmark and falls from 85\(^{th}\) to 93\(^{rd}\) for assistant professor salaries.\(^4\)

**TABLE 4: BENCHMARKING UW-SEATTLE SALARIES ACCORDING TO RESEARCH AND CITATION METRICS AND LOCAL COST-OF-LIVING**

<table>
<thead>
<tr>
<th></th>
<th>Full</th>
<th>Associate</th>
<th>Assistant</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UW-SEATTLE AVERAGE</strong></td>
<td>$153,800</td>
<td>$112,200</td>
<td>$101,000</td>
</tr>
</tbody>
</table>

---

\(^3\) In the regressions relating faculty salaries to the citation and research indices, both indices prove to be statistically significant predictors ($p<.001$ for all six coefficients). These two factors explain about 60% of the cross-institution variation in assistant professor salaries, 59% of the variation in associate professor salaries, and 67% of the variation in full professor salaries.

\(^4\) In regression models relating salaries to the research index, citation index, and cost-of-living, all three factors significantly predict salaries in models focusing at the assistant, associate, and full levels ($p<0.001$ in all nine cases). The model explains 64% of the variation in assistant professor salaries across institutions, 69% of the variation in associate professor salaries, and 72% of the variation in full professor salaries.
What's the secret to UW’s success?

Looking at UW-Seattle’s salaries, in relation to cost of living, you’d expect that this University would have managed to recruit a faculty on par with an institution like the University of South Florida. A respectable institution, to be sure, well above average in terms of research productivity and citations, but not the sort of campus that regularly ranks among the very top public institutions in the world. How did this University do it? How did we manage to recruit and retain a faculty worthy of comparison to UC-Berkeley at a fraction of the cost?

It’s monopsony power. That which the University of North Carolina-Chapel Hill sought to obtain by (allegedly) illegally colluding with its scholarly neighbor comes to this institution naturally. We have no scholarly neighbor. It’s over six hundred miles to the nearest true peer, public or private. Not nine. The threat of losing faculty to neighboring institutions forces universities to pay competitive salaries. UNC has Duke. UC Berkeley has Stanford. UCLA has USC. UW has nobody.

UW has nobody.

The pattern we observe in the data – slight underpayment for assistant professors, more egregious underpayment at full rank – conforms exactly to the pattern Professors Goolsbee and Syverson attribute to monopsony in the labor market for faculty. To hire junior faculty, UW has to compete against research universities worldwide. Once we’ve got ‘em, though, any institution that would lure them away has to persuade them to uproot their families and leave this verdant land betwixt mountains and sound. Think about it. Why haven’t you left?

Before you run, grab a pitchfork, and march on Gerberding Hall, bear this in mind. No one in the UW administration asked for the institution to enjoy monopsony power. It is a natural feature of the landscape. It is this University’s good fortune to be able to take advantage of its location in a beautiful, prosperous region devoid of competitors. By extension, it is the good fortune of the people of Washington. They are getting an incredible deal. World class scholars at an affordable institution, bringing not only educational opportunities for their offspring but research grants that create jobs and innovations that create more.

At the same time, it’s not as though there’s money sitting around to instantly raise all full professor salaries by $41,000. The legislature has only recently brought state appropriations back to the levels witnessed before the Great Recession, and with the legislatively-imposed cap on in-state tuition there’s really not many ways we could scrounge up the cash to fund a significant salary increase.

Really, with fiscal limits on how much salaries could possibly rise, the mystery is why our highly productive, impactful faculty hasn’t left for greener pastures. And the plain answer is that we like it too much here. We could make the same amount in a town like Champaign, Gainesville, or College Station, live in a much bigger house with a shorter commute. Some of us take that sort of deal each year, but others wouldn’t think of it.

So should we learn to stop worrying and love monopsony power?

There are two key arguments for addressing UW’s exceptionally low productivity-and-cost-of-living-adjusted salaries. The first is recent trends in the cost of living. The second is our desire to diversify the faculty.

Many senior faculty are insulated from the Puget Sound region’s rapidly escalating cost of living because they own homes. Our mortgage payments are tied to what we paid for our homes years or decades ago.
The new professors we will recruit as those senior faculty retire won’t enjoy the same insulation. Seattle has long been more expensive than the national average, but the differential has grown dramatically. This University has introduced forms of housing assistance, but they’re fairly meager compared to some of our peers in high cost-of-living cities.

As regards diversification, consider this. Family ties brought me to this institution. My father-in-law served on the faculty here until the mid-1980s. By the time our family moved here in 2014, my brother and his family had relocated to Seattle from the east coast. Family ties will entice people to accept pay cuts and endure uncompetitive compensation packages.

On another dimension, family wealth will help some young faculty members to break into our local housing market.

Who has family ties in this region? Who has access to family wealth? Who will decide they don’t mind accepting a lower-paying offer because they’ll be able to go skiing every weekend in the winter? As we seek to expand the ranks of first-generation faculty and colleagues who identify with historically under-represented racial or ethnic groups, we must see the university’s compensation levels for what they are: an obstacle of the first order.

One last observation bears mention. Were a philanthropist to ever deign to endow a major private research university in this region, as James B. Duke and Leland Stanford did in other regions long ago, the competition would force the University of Washington to either compete or risk intellectual collapse.
2021-22 Nominees for Faculty Councils and Committees

Adjudication Panel

Theo Myhre, School of Law, as chair for a term beginning immediately and ending on September 15, 2022.

George Sandison, School of Medicine, as vice chair for a term beginning immediately and ending on September 15, 2022.

Marcella Reed, hearing officer, as temporary chair for a term beginning immediately and ending September 15, 2022.

Advisory Committee on Faculty Code and Regulations

Joseph Janes, Information School, as a member for a term beginning immediately and ending September 15, 2024.

Faculty Council on Academic Standards

Jennifer Payne, Professional Staff Organization, as an ex-officio member with vote for a term beginning immediately and ending September 15, 2022.

Suzanne Redalje, Association of Librarians of the University of Washington, as an ex-officio member with vote for a term beginning immediately and ending September 15, 2022.

Faculty Council on Benefits & Retirement

Mícheál Vaughan, University of Washington Retirement Association, as an emeritus member with vote for a term beginning immediately and ending September 15, 2022.

Jen Davison, Professional Staff Organization, as an ex-officio member with vote for a term beginning immediately and ending September 15, 2022.

Jason Sokoloff, Association of Librarians of the University of Washington, as an ex-officio member with vote for a term beginning immediately and ending September 15, 2022.

Faculty Council on Faculty Affairs

James Gregory, College of Arts and Sciences, as a member for a term beginning immediately and ending September 15, 2024.

Gail Stygall, University of Washington Retirement Association, as an emeritus member without vote for a term beginning immediately and ending September 15, 2022.

Xin Ying Hsu, Professional Staff Organization, as an ex-officio member without vote for a term beginning immediately and ending September 15, 2022.

Cass Hartnett, Association of Librarians of the University of Washington, as an ex-officio member without vote for a term beginning immediately and ending September 15, 2022.
Faculty Council on Gender, Equity, and Justice

Nicole McNichols, College of Arts and Sciences, as a member for a term beginning immediately and ending September 15, 2024.

Pamela Mitchell, University of Washington Retirement Association, as an emeritus member with vote for a term beginning immediately and ending September 15, 2022.

Keavy Gilbert, Professional Staff Organization, as an ex-officio member with vote for a term beginning immediately and ending September 15, 2022.

Keiko Hill, Association of Librarians of the University of Washington, as an ex-officio member with vote for a term beginning immediately and ending September 15, 2022.

Faculty Council on Information Technology and Cybersecurity

Tesh B, Professional Staff Organization, as an ex-officio member with vote for a term beginning immediately and ending September 15, 2022.

Reed Garber-Pearson, Association of Librarians of the University of Washington, as an ex-officio member with vote for a term beginning immediately and ending September 15, 2022.

Faculty Council on Race, Equity, and Justice

Khalfani Mwamba, School of Social Work, as a member for a term beginning immediately and ending September 15, 2024.

Leyla Salmassi, Professional Staff Organization, as an ex-officio member with vote for a term beginning immediately and ending September 15, 2022.

Nancy Shin, Association of Librarians of the University of Washington, as an ex-officio member with vote for a term beginning immediately and ending September 15, 2022.

Faculty Council on Research

Larry Pierce, Professional Staff Organization, as an ex-officio member without vote for a term beginning immediately and ending September 15, 2022.

Negeen Aghassibake, Association of Librarians of the University of Washington, as an ex-officio member without vote for a term beginning immediately and ending September 15, 2022.

Faculty Council on Student Affairs

Kat Eli, Professional Staff Organization, as an ex-officio member with vote for a term beginning immediately and ending September 15, 2022.

Jonathan Franklin, Association of Librarians of the University of Washington, as an ex-officio member with vote for a term beginning immediately and ending September 15, 2022.

Faculty Council on Teaching and Learning
Kat Eli, Professional Staff Organization, as an ex-officio member with vote for a term beginning immediately and ending September 15, 2022.

Deb Raftus, Association of Librarians of the University of Washington, as an ex-officio member with vote for a term beginning immediately and ending September 15, 2022.

**Faculty Council on Tri-Campus Policy**

Lawrence Knopp, University of Washington Retirement Association, as an emeritus member without vote for a term beginning immediately and ending September 15, 2022.

Annette Anderson, Professional Staff Organization, as an ex-officio member without vote for a term beginning immediately and ending September 15, 2022.

Suzan Parker, Association of Librarians of the University of Washington, as an ex-officio member without vote for a term beginning immediately and ending September 15, 2022.

**Faculty Council on University Facilities and Services**

Bruce Balick, University of Washington Retirement Association, as an emeritus member without vote for a term beginning immediately and ending September 15, 2022.

Steve Snyder, Professional Staff Organization, as an ex-officio member with vote for a term beginning immediately and ending September 15, 2022.

Dylan Burns, Association of Librarians of the University of Washington, as an ex-officio member with vote for a term beginning immediately and ending September 15, 2022.

**Faculty Council on University Libraries**

Helene Williams, Information School, as chair for a term beginning immediately and ending September 15, 2022.

Kathleen O’Neill, University of Washington Retirement Association, as an emeritus member without vote for a term beginning immediately and ending September 15, 2022.

Betty Lanman, Professional Staff Organization, as an ex-officio member with vote for a term beginning immediately and ending September 15, 2022.

Gordon Aamot, Association of Librarians of the University of Washington, as an ex-officio member with vote for a term beginning immediately and ending September 15, 2022.

**Senate Committee on Planning and Budgeting**

Sharon Kioko, Evans School of Public Policy and Governance, as a member for a term beginning immediately and ending September 15, 2024.

Jonathan Karpoff, Foster School of Business, as a member for a term beginning immediately and ending September 15, 2024.

Casey Mann, UW Bothell, as a member for a term beginning immediately and ending September 15, 2024.
Bruce Hevly, College of Arts and Sciences, as a member for a term beginning immediately and ending September 15, 2024.

George Sandison, School of Medicine, as a member for a term beginning immediately and ending September 15, 2024.
Nominations for 2021-22 Senate Executive Committee Positions

Open Seat Nominations

<table>
<thead>
<tr>
<th>Positions</th>
<th>Nominees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other health science colleges – 1 position</td>
<td>Tania Isaksen, Public Health</td>
</tr>
</tbody>
</table>

Faculty Council Nominations
1. Faculty Council on Academic Standards
2. Faculty Council on Student Affairs
3. Faculty Council on Race, Equity, and Justice
Class A legislation proposing changes to the Faculty Code, Chapter 42

Proposed Amendments to the Faculty Code: Council Title and Charge Amendment

On September 24, 2021, the Faculty Council on University Facilities and Services approved the following proposed Class A legislation for submission to the Faculty Senate.

Background and Rationale

This proposal was initiated to bring terminology regarding our built environment up to date and to clarify the scope of subjects that this council is concerned with. The major issues that the council has an active role in fall within the “facilities” designation: capital projects, building and landscape maintenance and improvements, classrooms, and access and mobility. It is worth noting that our major administrative unit partner, UW Facilities, has undergone many changes since the FCUFS charge was adopted in 1964. Things that arise under the more ambiguous “services” have included the Financial Transformation and some computing and technology issues that seem to warrant a different kind of faculty expertise to be represented.

In order to propose a more appropriate council name and charge, we conducted a review of peer institutions, noting the commonalities and also some range of defined scope. Through council discussion, we arrived at a name and charge that best suits UW at this time: the Faculty Council on Campus Planning and Stewardship. Further, the council believes that it can serve the spirit of shared governance better by clarifying its consultative role in the planning stages of capital projects and other initiatives to address deferred maintenance or classroom updates rather than later design and construction phases.

This description is a better reflection of the majority of the work we have been doing, and also provides a stronger emphasis on planning, which is also true of the current organizational contexts in which policies and decisions involving campus built environments are considered.

Proposed Changes

These are the changes that are made to the Faculty Code:

- Amending the council’s name in Section 42-31 A.5
- Amending the council’s responsibilities in Section 42-39
Section 42-31 The Faculty Councils

A. As the principal advisory bodies to the Senate there shall be the following faculty councils:

1. The Faculty Council on Academic Standards;
2. The Faculty Council on Faculty Affairs;
3. The Faculty Council on Research;
4. The Faculty Council on Student Affairs;
5. The Faculty Council on University Facilities and Services Campus Planning and Stewardship;
6. The Faculty Council on University Libraries;
7. The Faculty Council on Benefits and Retirement;
8. The Faculty Council on Tri-Campus Policy;
9. The Faculty Council on Gender, Equity, and Justice;
10. The Faculty Council on Race, Equity, and Justice;
11. The Faculty Council on Teaching and Learning;
12. The Faculty Council on Information Technology and Cybersecurity.

B. Faculty councils may be abolished and created only by amendment to the Faculty Code.

C. Faculty councils are responsible to the Executive Committee of the Senate.


Section 42-39 Faculty Council on University Facilities and Services Campus Planning and Stewardship

The Faculty Council on University Facilities and Services Campus Planning and Stewardship shall be responsible (as described in Section 42-33) for all matters of policy relating to University facilities and services such as building needs, space utilization, supplies and equipment, administrative services, and parking and traffic problems. Reviewing and advising the administration on all matters relating to the physical environment of the campuses and other properties as they contribute to and affect the mission, goals, and quality of life at the University, including those relating to capital project prioritization, planning, and development; inclusive project processes and design considerations; adequacy and continuous improvement of campus learning environments; maintenance and improvements of campus landscapes; and attention to transportation, mobility, and accessibility.

S-A 29, June 8, 1964 with Presidential approval.

Approved by:
Senate Executive Committee
October 4, 2021
Faculty Senate Task Force on Dispute Resolution: proposed legislation update

PROPOSED LEGISLATION TIMELINE

Autumn Quarter 2021
- Introduction and Grievances
  - October 4, 2021
  - October 21, 2021
  - November 15, 2021
  - December 2, 2021
  - *December 9, 2021

Winter Quarter 2022
- Discipline
  - January 3, 2022
  - January 20, 2022
  - *January 27, 2022

Spring Quarter 2022
- Final Legislation
  - March 28, 2022
  - April 7, 2022
  - May 2, 2022
  - May 12, 2022

*Scheduled carryover meetings