

June 10, 2022

LORI KLETZER
Campus Provost and Executive Vice Chancellor

RE: Proposed Faculty Salary Equity Program for 2022

Dear Lori,

The Academic Senate has reviewed your proposal for a one-time Senate faculty salary equity program, to be implemented in the 2022-23 academic year. This proposal is in addition to the expected systemwide 4% increase to the salary scales. This proposal is situated within the context of plans for an ongoing program for salary equity, which the Senate understands will come separately for review during the 2022-23 academic year. The Committees on Affirmative Action and Diversity (CAAD), Academic Personnel (CAP), Faculty Welfare (CFW), and Planning and Budget (CPB), have responded to the review of the one-time proposal for 2022.

Committee responses offered feedback on the current proposal, and offered more general positions and principles for broader consideration, including for the next increase proposal. For the 2022 program, CPB and CAAD noted their support, while offering additional feedback, outlined below. CFW's critique of the proposal led the committee to not support this one-time program, and CAP provided an incisive analysis and critique of the proposal's principles and approaches, providing important feedback for any future program.

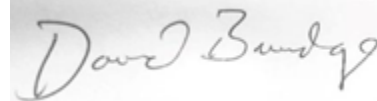
Regarding the proposal for the 2022 program, CAAD noted that greater clarity is needed about how "satisfactory progress" would be assessed in determining eligibility. CAP expressed concerns that a very significant fraction of the faculty would not see any monetary benefit from this program, and suggested instead that a model where faculty salaries are grouped into tiers (such as 50% to the lowest income tier, 30% to the middle, and 20% to the highest) would still allow faculty in the lowest income tier to receive proportionally a significantly higher equity compensation, while allowing the highest income faculty to receive some compensation. From the standpoint of my own participation as Division Chair in systemwide discussions, CAP's straightforward approach better reflects the spirit of the Academic Council's recommendation that the 1.5% off-scale salary "be directed preferentially to faculty in the lower one-third of overall income tiers" than does the proposal under review. CPB and CFW expressed a concern with the relative lack of data to properly assess the impact of the proposed program. CFW and CAP noted that the current program excludes faculty who find themselves stuck at barrier steps, pointed to the lack of clarity in guidelines, and questioned why the deans would be allowed to recommend inclusion in the program (instead of the standard review of input/vote form the department prior to the dean).

The review generated a number of approaches and broader principles for inclusion that should be considered for a more robust future program.. **Based on the committee responses and discussion in Senate Executive Committee (SEC), the Senate strongly urges that relevant committees be involved at an early stage in the design of an ongoing faculty equity program.** The reservations expressed by several committees lead us to conclude that a new model based on shared principles of equity and merit be considered when contemplating the new program's design. The committees deeply engaged the question of the meaning of "merit" in the personnel process, and a more transparent process in the future could be enhanced by clear definitions of and approaches to defining merit in a more equitable way, which committees acknowledged is a complex issue. CPB and CFW noted that a review of the REG and B/E/E scale may be needed if equity is the goal. CAP suggested that UC system-wide disciplinary salaries be used

as the benchmark for salary equity on a department-by-department basis and more broadly, that all faculty be included in the distribution of funds that all faculty are effectively paying into.

The Senate appreciates the late timing of the Presidential mandate for the distribution of campus funds for faculty salary equity, the work that you have done to define this program on short notice, and your intent in “topping-up” the allocation to 2%. As stated, the Senate has concerns which we strongly urge be taken up in the planning for future ongoing faculty salary equity programming, but, given where we are in the fiscal year, encourage you to operationalize this proposed program for summer allocation. If you plan to make adjustments based on our feedback, please do keep us in the loop.

Sincerely,

A handwritten signature in black ink that reads "David Brundage". The signature is written in a cursive style and is positioned above the typed name and title.

David Brundage, Chair
Academic Senate

Encl: Senate Committee Responses (Bundled)

cc: Cynthia Larive, Chancellor
Alex McCafferty, Director, Budget Analysis & Planning
Kimberly Register, Associate Vice Chancellor, Budget Analysis & Planning
Kirsten Silva Griesz, Chair, Committee on Affirmative Action and Diversity
Stefano Profumo, Chair, Committee on Academic Personnel
Nico Orlandi, Chair, Committee on Faculty Welfare
Dard Neuman, Chair, Committee on Planning and Budget
Matthew Mednick, Executive Director, Academic Senate

June 8, 2022

David Brundage, Chair
Academic Senate, Santa Cruz Division

Re: Proposed Faculty Salary Equity Program

Dear David,

The Committee on Affirmative Action and Diversity (CAAD) has reviewed the proposed one-time faculty salary equity program for 2022. CAAD is supportive of a salary equity program and believes it is an important step towards addressing pay disparities among UC Santa Cruz faculty. The salary equity program raises challenging philosophical questions about the meanings of “merit” in the personnel process. Extensive research has shown that systems and processes that are meritocratic *in name* can nonetheless be influenced by various forms of unconscious bias and structural inequality, leading to disparate outcomes—in this case, significant differences in salary among faculty at the same rank and step.

Based on our review of the proposal, we do have some questions regarding how eligibility for the salary equity program will be assessed. The proposal states: “Faculty must be making satisfactory progress based on their last review,” and “For faculty not meeting this eligibility criterion, their dean may recommend them for inclusion in the program based on a combination of research activity.” CAAD would appreciate greater clarity about how “satisfactory progress” will be assessed. This is especially relevant in light of the University’s own recognition of the multiple ways COVID-19 has impacted faculty productivity—particularly for those who are caregivers, have children, are unable to access research sites or performance venues, or have health conditions that render them vulnerable to serious complications from infection (or who have disabilities resulting from COVID infection).¹ We would like to suggest that the new divisional Faculty Equity Advisors be tasked with determining eligibility, in consultation with the Deans. The FEAs could serve in ombuds-type roles to ensure that decisions about eligibility for the salary equity program are made equitably, and to support those faculty members who wish to appeal for their inclusion in said program.

We would also like to take this opportunity to encourage the campus to consider adopting another program that would help to replenish faculty research funds. There is a significant lack of transparency with regard to variations in start-up research funds, and depending on individual faculty research needs (e.g., international travel), these funds can be depleted at vastly different rates. These disparities in research funds represent yet another form of inequality in access to forms of wealth that allow faculty to undertake their research in a productive manner. This would be in line with COR’s recent decision to support a yearly

¹https://senate.ucsc.edu/committees/cap-committee-on-academic-personnel/cpevc_cap_recovidinpersonnelreview2122andbeyond_faculty_051121.pdf

research allowance of \$2,000 for all FTE senate faculty who apply for it as a step toward addressing questions of equity and reducing barriers in access to research support.

CAAD appreciates the opportunity to comment on the proposed faculty salary equity program for 2022.

Sincerely,



Kirsten Silva Gruesz, Chair
Committee on Affirmative Action and Diversity

cc: Stefano Profumo, Chair, Committee on Academic Personnel
Nico Orlandi, Chair, Committee on Faculty Welfare
Dard Neuman, Chair, Committee on Planning and Budget
Senate Executive Committee

June 1, 2022

David Brundage, Chair
Academic Senate

Re: Proposed Faculty Salary Equity Program for 2022-2023

Dear David,

During its meeting of May 12, 2022, the Committee on Academic Personnel (CAP) reviewed CP/EVC Kletzer's request for feedback on a proposal for a one-time Senate faculty salary equity program, to be implemented in the 2022-23 academic year.

While CAP appreciates the opportunity to opine, it is unfortunate that CAP, or any other Senate committee, was not consulted earlier in the design of this salary equity program. We believe that Senate input would have been valuable at that stage, and Senate committees would have benefitted from understanding the rationale for the specific salary equity program design and details.

The proposal hinges on the stated principle that "faculty earn their rank and step" and that "differences in salary among faculty at the same rank and step are possible indicators of equity issues." On this campus, and on all UC campuses, salary differentials at a given rank and step are entirely associated with the so-called off-scale salary portion. This off-scale originates from a variety of sources, including but not limited to the off-scale offered upon initial appointment, upon retention actions, and, here at UCSC, to the off-scale awarded as part of the Special Salary Practice (SSP) at merit/promotion/mandatory reviews, and similar practices rewarding beyond-expectation performance that predated the SSP. The off-scale granted upon appointment, in turn, depends on several factors, including whether there exist competing offers.

CAP disagrees with the fundamental assumption of the proposed salary equity program that off-scale salary portions are by default indicators of equity issues. While we agree that off-scale awarded for retention actions and in some cases initial appointment can be considered as inequitable for a variety of reasons, CAP believes that the merit/promotion process is not, or at least should not be, viewed as a source of inequity but rather a "*merit boost*" (as in fact this program has been referred to in the past). As such, we regard the very principle of "decreas[ing] salary differences among faculty at the same rank and step" as inequitable as it pertains to the outcome of the merit/review process in the context of the SSP, simply because it nullifies this very "*merit boost*", effectively proposing a "*merit decrement*" of salary growth. Finally, the reference point to establish an "equitable" salary at a given rank/step should utilize UC system-wide figures, possibly by discipline, rather than UCSC salaries only.

CAP notes that in recent Academic Senate salary analyses by the Committee on Faculty Welfare (CFW), where UCSC's salaries were compared to salaries UC-system-wide, it emerged that the top 10% and top 25% salaries at UCSC at a given rank and step lag significantly further behind those at other UC campuses compared to all faculty salaries at the same rank and step¹. When the study was carried out, at the Assistant Professor level, UCSC's REG salaries lagged overall by 2%, but lagged by more than 6%

¹ [Committee on Faculty Welfare, Annual Report, 2017-18](#)

in the top 25% salaries and by almost 10% in the top 10% salaries; similarly, for Professors ranks 1-5 the overall UCSC salaries were less than 1% behind UC's median levels, but for the top 25% earners they lagged about 7% behind, and for the top 10% they lagged over 12% behind. The recent curtailment of the SSP has further exacerbated this, and the proposed "equity" program will continue to compound this troubling situation.

CAP is deeply concerned that the document fails to present clearly the fact that a very significant fraction of the faculty would not see *any monetary benefit* from the salary equity program. In fact, according to what CAP could infer from the document, *almost half of all faculty members would not receive any compensation from the proposed "salary equity" program*, although, disturbingly, this is not explicitly stated in the document. CAP notes that *de facto* all faculty are "paying into" the salary equity program, especially those faculty with a significant off-scale salary portion, since part of the program is financed by the inequitable decision not to award the 3% salary increase on off-scale salaries in 2021-22. However, those same faculty who are contributing the most will receive the least amount of money back, or in fact likely nothing at all, another source of potential inequity.

CAP agrees that faculty with the lowest salaries should receive most of the salary equity program, especially amidst the ongoing inflation and cost-of-living crisis. CAP suggests a model for consideration where faculty salaries are grouped into tiers, e.g., in thirds of low, middle and high salaries; the total funds available for the salary equity program could then be divided among the three tiers in different fractions, such as 50% to the lowest income tier, 30% to the middle, and 20% to the highest. In this way, faculty with the lowest income would proportionally receive a significantly higher equity compensation, while the highest-income faculty would at least receive something out of funds they contributed significantly to.

CAP notes other problematic aspects of the proposed program. The precondition that faculty must have "received a merit increase of at least one step at their last merit/promotion/mandatory review" means that many faculty members at barrier steps would likely end up being excluded from the program. This limitation is addressed but not resolved by a caveat in the proposal via an ad hoc decanal recommendation. CAP finds this limitation especially troubling because it explicitly contradicts the stated principle that "faculty earn their rank and step" in addressing equity issues.

CAP would like to point out the important remark put forth by UC Academic Senate Chair Horowitz²: "*Council agrees that the additional 1.5% off-scale salary increment should be directed preferentially to faculty in the lower one-third of overall income tiers, in recognition of increasing cost-of-living expenses, particularly housing and childcare costs, affecting lower-income faculty, who are also disproportionately women and faculty from underrepresented groups. We also emphasize that all Senate faculty, including Lecturers with Security of Employment, should be eligible for the 1.5% salary equity program*" and strongly urges the UCSC administration to consider these points in their decision. Additionally, CAP would like to point out that UC campuses are looking at equity issues beyond individual campuses: for instance, UC Riverside's Chancellor stated that: "*the Provost will initiate a Special Salary Equity Program for policy-covered faculty that will address the **continuing gap in competitiveness with peer institutions** and address equity issues*"³: CAP strongly encourages UCSC's administration to consider peer institutions, and not only our own campus, to establish and define equity issues.

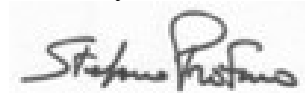
² <https://dms.senate.ucla.edu/issues/document/?14493.RH.SC.2022.23.faculty.salary.program>

³ <https://insideucr.ucr.edu/announcements/2022/05/12/salary-increase-policy-covered-staff-and-academic-employees>

CAP also suggests that, at a minimum, UC system-wide disciplinary salaries be used as a benchmark for salary equity on a department-by-department basis, and, more broadly, strongly recommends that all faculty be included in the distribution of funds that all faculty are effectively paying into. Finally, CAP urges the Academic Personnel Office (APO) and the administration to open a salary equity review mechanism to all faculty upon any merit/promotion review, instead of the current, inequitable access to faculty administrators alone.

Thank you for the opportunity to opine.

Sincerely,

A handwritten signature in black ink that reads "Stefano Profumo". The signature is written in a cursive style and is centered above the typed name.

Stefano Profumo, Chair
Committee on Academic Personnel

cc: Kirsten Silva Gruesz, Chair, Committee on Affirmative Action and Diversity
Nico Orlandi, Chair, Committee on Faculty Welfare
Dard Neuman, Chair, Committee on Planning and Budget
Senate Executive Committee

June 7, 2022

David Brundage, Chair
Academic Senate

Re: Proposed Faculty Salary Equity Program for 2022

Dear David,

During its meeting of May 26, 2022, the Committee on Faculty Welfare (CFW) discussed CP/EVC Kletzer's request for feedback on a proposal for a one-time Senate faculty salary equity program to be implemented in the 2022-23 year. CFW notes that this proposal is for a one-year program that should work in tandem with an ongoing Salary Equity Review program, which the administration will propose and vet with the Senate soon.

CFW is not in favor of the present one-time program. We discussed three general sources of concern. First, the proposal lacks specificity and important details. Second, and paradoxically, a group of faculty who should be the immediate target of this program (e.g. Associate Professors stuck at barrier steps) is excluded from the program. Third, this program pits one type of equity against another and penalizes merit in a way that we deem unnecessary. In this letter, we expand on each of these sources of concern.

First, CFW was struck by the brevity and lack of detail of this proposal. In particular, we have the following questions.

- The proposal says *“The program considers average salary at each rank and step for all faculty on each scale. Faculty with salaries below the average for their rank and step will receive an equity increase. Faculty with salaries in the lower third will have their salaries increased 90% of the way to the rank/step average. Faculty in the middle third will have their salaries increased 75% of the way to the rank/step average. Faculty in the upper third will have their salaries increased 60% of the way to the rank/step average.”* Why is the average salary used instead of the median?
- What is the cutoff point for the three tiers? That is, the point at which one belongs to, say, the lower third rather than the middle third?
- Where do the proposed percentage increases for each tier come from? These amounts (90-75-60) appear arbitrary.
- How many faculty members will benefit from this program? And how many will be totally excluded?
- What are the average salaries at each rank and step for regular and BEE scales respectively? This paragraph in the document is confusing: *“These bands are computed separately for the regular scale and the Business/Economics/Engineering (B/E/E) scale. For the regular scale, salaries below \$118,900 are in the lower third, and salaries above \$155,500 are in the upper third. For the B/E/E scale, salaries below \$139,500 are in the lower third, and salaries above \$165,500 are in the upper third.”* What ranks and steps do these numbers refer to?

- Why is the regular scale being kept separate from the BEE scale? If the goal is equity, this decision is problematic.

The second general source of concern is that faculty who should unequivocally benefit from an equity program on our campus will not benefit from this program because of the following clause: *“Faculty will be eligible for an equity increase if they received a merit increase of at least one step at their last merit/promotion/mandatory review, or if they have been recently appointed and have not yet undergone a review. For faculty not meeting this eligibility criterion, their dean may recommend them for inclusion in the program based on a combination of research activity and strong contributions in teaching and service. The recommendations for inclusion by deans will be reviewed by CAP and forwarded to the CP/EVC for final decision on inclusion.”* CFW raised the following questions and concerns during discussion:

- This clause automatically excludes faculty who find themselves stuck at barrier steps and receive positive reviews, but only salary increases. Due to salary caps at these steps, these are precisely the people who may be experiencing equity/salary issues on our campus.
- The suggested remedy for the above concern is the option for deans to recommend inclusion in the program. CFW members questioned why the process should not follow the standard review process with input/vote from the department prior to the dean.
- Members questioned what criteria will be used to discern whether faculty who don't automatically meet the eligibility criterion will be included in the program. Clear and reasonable guidelines should be provided.

The third general source of concern is that this program pits one type of equity against another and penalizes merit. CFW reported in the past that the top 10% and the top 25% salaries at UCSC at a given rank and step lag significantly behind those at other UC campuses – even more so than salaries overall.¹ In 2017, at the Professor 1-5 ranks on the Regular scale, for example, the top 25% earners lagged about 7% behind, and the top 10% lagged over 12% behind. CFW is repeating this study this year with similar, alarming results. In light of this, CFW raised two concerns about the present program:

- Using the funds saved from *not* applying the recent 3% across the board salary increase to full salaries (including off-scale) for this program essentially means cutting salaries of meritorious faculty. In this way, the proposal penalizes merit and pits one type of equity (within the campus) against another type of equity (across UC campuses).
- By looking at equity only within our campus and not across UC campuses, this program is likely to generate more inequity between UC Santa Cruz salaries, and the salaries at other UC campuses. Other campuses will also implement a one-time equity program and an early indication at UC Irvine is that the program there will look at equity across campuses.²

This is a program that is of central importance to faculty welfare. It would have benefited from Senate consultation prior to being proposed. CFW does not support the program as presented.

¹ [Committee on Faculty Welfare, Annual Report, 2017-18.](#)

² [https://insideucr.ucr.edu/announcements/2022/05/12/salary-increase-policy-covered-staff-and-academic-employees.](https://insideucr.ucr.edu/announcements/2022/05/12/salary-increase-policy-covered-staff-and-academic-employees)

Thank you for the opportunity to opine.

Sincerely,

A handwritten signature in black ink, appearing to read 'Nico Orlandi', with a stylized flourish at the end.

Nico Orlandi, Chair
Committee on Faculty Welfare

cc: Kirsten Silva Gruesz, Chair, Committee on Affirmative Action and Diversity
Stefano Profumo, Chair, Committee on Academic Personnel
Dard Neuman, Chair, Committee on Planning and Budget
Senate Executive Committee

May 24, 2022

David Brundage, Chair
Academic Senate

RE: Proposed Faculty Salary Equity Program for 2022

Dear David,

At its meeting of May 12, 2022, the Committee on Planning and Budget (CPB) reviewed the proposed one-time faculty salary equity program for 2022. **CPB is supportive of a much needed salary equity program**, and looks forward to engaging with the Administration in developing the program further.

CPB was not actively involved in the design of the 2022 program nor was it given access to key data such as the average salary of UCSC Senate faculty for each rank and step as of October 1, 2021. Such data seems very important to assess the program from a planning and budget viewpoint. There are, of course, many ways to design and implement a salary equity program, some of which may be more effective/equitable than others. Having the Senate (CFW and CPB) involved in the design of the program can yield stimulating discussions, strengthen the program, and make it more equitable.

For example, there are different positions depending on whether we consider greater-than-normal career advancement purely a consequence of merit, or also a consequence of other, non-merit, factors. On the one hand, Senate faculty who were awarded greater-than-normal career advancements for their outstanding performance in research, teaching and service may not be benefiting from the salary equity program. From this perspective, the program seems inequitable towards faculty who were rewarded because of their merit, therefore undercutting the salary practices we have been using on our campus. On the other hand, faculty hired in different divisions sometimes get hired at different starting salaries not always due to merit but other factors (market pressures, stronger advocacy by home departments/deans, etc.). From this perspective, the program seems equitable towards faculty who had a disproportionately lower starting point.

Relatedly, having six salary bands (three for regular scale faculty and three for BEE faculty) instead of just three seems to go against the principle of an equity mandate. It raises the more fundamental question of what "equity" means in the context of varying salary scales and suggests other possible routes to achieving it than disbursement of one-time funds. CPB hopes that such questions can be considered in the future and hopes to be part of such discussions.

CPB appreciates the opportunity to comment on the proposed faculty salary equity program for 2022.

Sincerely,



Dard Neuman, Chair
Committee on Planning and Budget

cc: CAP Chair Profumo
CFW Chair Orlandi
CAAD Chair Silva Gruesz