Senate-Administration Task Force on Faculty Salaries
Report
September 10, 2008

This report continues the discussion initiated by the Task Force in its July 7, 2008 preliminary report. We offer here a more detailed presentation of the nature of UCSC's ladder-rank faculty salary problem and then turn to a plan for addressing the salary shortfall. Throughout, we are guided by the June 2, 2008 charge to the Task Force:

> "Examine current policies and practices, at all levels of the academic personnel review, which affect faculty salaries and recommend modifications that ensure UCSC salaries are equitable relative to other UC campuses."

We begin this task with the assumption that UCSC faculty are the equal of those anywhere in the UC system. Although it is beyond the scope of this report to provide evidence, UCSC faculty compete well with other UC faculty on per-faculty measures of accomplishment.

Our analysis reveals that despite progressing through the rank and step system in a way indistinguishable from faculty at other UC campuses, UCSC faculty salaries are, across many dimensions, the lowest in the system. The discrepancy is the largest at Assistant Professor and Associate Professor ranks, and is also large at the lower Full Professor ranks.

In this report, we discuss the details of the differences in the comparative data and initiate a discussion of options to remedy the salary shortfall. The report focuses on ladder-rank faculty (refereed throughout the report as "faculty") at Assistant Professor through Professor, Step 9 levels. Professors Above-scale were not included in the data we received from APO. We provide a menu of options for an implementation plan.

I. Goals and principles

Parallel to the systemwide goal of moving faculty salaries up to the median of the comparison 8, UCSC's goal is that faculty salaries should be competitive when measured against sister UC campuses. UCSC should aim to invest the same amount in ladder-rank faculty salaries per such faculty member as do the other campuses. Recognizing the current fiscal environment, we seek to achieve equity within a three-year period as follows:

- By July 1, 2009, UCSC's median dollars offscale will equal that of the next lowest UC campus.
- By July 1, 2011, UCSC's median faculty salary will equal the UC systemwide median (including UCB and UCLA).

Our campus faculty salary advancement plan should target the inequities that are greatest at different ranks and steps. The key factor is the determination of off-scale salaries. To attain equity with other UC campuses, we must both increase the number of UCSC faculty with off-scale salaries and increase the size of their off-scale increments.

In considering funding for the plan, the relevant question for the campus is the importance of competitive salaries. How important is it within the overall context of campus priorities to increase faculty salaries? Faculty are not the only group experiencing less-than-competitive salaries. How should the salary concerns of non-Senate faculty and staff be addressed? We return to this set of issues in the conclusion.

II. The Problem – understanding UCSC's faculty salaries, in relation to our sister campuses

The Task Force has completed a preliminary analysis of faculty salary data, from the 2007-08 year (salaries effective 10/1/07, with year one of the systemwide salary adjustment). Our report concentrates on the "regular" academic salary scale, which, for comparability across the campuses, omits the professional schools (law, public policy, public health)[1], excludes UCSF as a health sciences campus, and contains information only on ladder-rank faculty with 9-month salaries, from Assistant Professor Step 1 through Full Professor, Step 9. Business, Economics and Engineering faculty are on a separate scale; we performed a similar analysis of this data, and report those results as well.

Our assessment to date is straightforward: on many dimensions, UCSC faculty salaries are among the lowest (if not the lowest) in the system. This assessment is not sensitive to the inclusion of the highest-paid campuses, UCB and UCLA; only the size of the gap is sensitive to the inclusion of these highest-paid campuses.

Basic summary statistics:
(regular academic scale, no professional schools, 9 campuses)

UCSC mean (average) salary	$89,610
Systemwide mean salary	$97,369
Average salary gap	$7,759

The average salary is one measure of campus (systemwide) spending on faculty. In an April 2008 report from Provost Hume to Regent Hopkinson, average spending on continuing ladder-rank faculty for 2006-07 was reported as $98,126.[2] (This average was calculated as total dollars spent on continuing ladder faculty divided by the number of such faculty.) Similarly for UCSC, the average for the 2006-07 faculty salary base was $82,832. For the 2006-07 year, average spending on faculty was notably less on the Santa Cruz campus than for the system as a whole.

The use of the average salary as a "representative" salary suffers from a critical limitation: the average is highly sensitive to the presence of outliers, salaries that are quite high (or low), relative to the bulk of the distribution. Because of this sensitivity to outliers, it is commonplace, when describing salary or income distributions, to use the median. A median, as the mid-point of the

[1] Deletions: UCLA Grad Information Studies; UCB Grad Information Studies; UCB Optometry; UCI College of Health Services; UCLA School of Public Health; UCB School of Public Health; UCSB Bren School of Environment; UCB Goldman School of Public Policy; UCSD Graduate International Relations & Pacific Studies; UCB Boalt School of Law; UCLA School of Public Affairs; UCB School of Social Welfare; three faculty assigned solely to Administration.

[2] The Hume report treats health sciences faculty separately.

distribution, is much less sensitive to the presence of outliers and thus offers a better measure of the salary of a "representative" faculty member.

UCSC median salary:	$83,800
Systemwide median salary:	$89,900
Median salary gap	$6,100

This gap at the median salary can be broken down by rank to:

Assistant professor	$3,700
Associate professor	$4,500
Full professor	$10,700

It is useful, from the perspective of understanding the most acute issues, to exclude the two most highly-paid campuses from the comparison. As noted above, a sizeable salary gap exists between UCSC and the rest of the system, whether the system is seven campuses or nine campuses. Only the size of the salary gap is sensitive to the inclusion of UCB and UCLA. A more detailed look at the salary distribution reveals that the campus gap varies within rank (and step) depending on location in the distribution.

At the 90th percentile (the salary that defines the top 10 percent of faculty in that rank (or rank & step), UCSC salaries lag the systemwide salary (excluding UCB and UCLA) by $3,000 across ranks, while the 90th percentile gap for Assistant professors is $6,500, $5,200 for Associate professors, and $500 for Full professors.

At the 75th percentile, UCSC salaries, across ranks, lag the systemwide (excluding UCB and UCLA) salary by $2000, while the 75th percentile gap for Assistant professors is $4,100, $1,700 for Associate professors, and $8,650 for Full professors.

The campus's faculty salary gap can also be measured in dollars offscale (salary paid minus scale salary at rank and step). Based on the various salary differentials, we have identified dollars offscale as the way the campus improves its relative position. Before we discuss these measures, we take note of one caveat. "Offscale" does not necessarily equate to excellence. Although the awarding of offscale salary is often a result of an assessment that is "better than normal," in the sense of a file meriting a one step advancement with more than one step of salary, this is not always the case. Where performance does not warrant a full step, offscale of less than a step can be awarded. Similarly, files that warrant acceleration often result in a two-step increase, from lower on-scale salary to higher on-scale salary. Thus it is important not to equate offscale with excellent performance but instead to use offscale as a measure of where faculty fall in percentile of salary above the onscale figure for rank and step.

The October 2007 systemwide salary adjustment reduced the percentage of UCSC faculty with offscale salaries, to 39 percent (from approximately 78 percent). The comparable percentage for the entire UC system, post-October 2007, is 65 percent, and it is 56 percent when UCB and UCLA are excluded. UCSC's percentage of faculty with a nonzero offscale salary is the lowest in the system, with the next lowest campuses being Riverside, at 46 percent, Davis at 51 percent, Santa Barbara at 57 percent. UCLA has the highest percentage of faculty with offscale salary, at 86 percent.

Considering only faculty with nonzero offscale salary, UCSC's median dollars offscale is also the lowest in the system, at $3,400. The systemwide median (excluding UCB and UCLA) is $6,100 ($8,000 with those two campuses included). The next lowest campuses in terms of median dollars offscale are Davis at $5,120, Irvine (and Merced) at $5,900, and Santa Barbara at $6,750.

UCSC's relative low pay in regard to offscale dollars is illustrated in Figure 1. Figure 1 uses the regular academic scale, again absent the professional schools. The measure is dollars offscale (pay minus scale salary), and faculty with zero dollars offscale are included in the table. Ladder-rank faculty salaries are reported by rank (Assistant Professors (AS), Associate Professors (AC), Full Professors, steps 1-5 (P1-P5), and Full Professors, steps 6-9 (P6-P9). The 9-campus group includes all campuses; a 7-campus group excludes UCB and UCLA. Several points emerge from our reading of Figure 1:

1. Faculty who are paid on-scale salaries (zero offscale) are the lowest paid at their rank and step on campus and systemwide.

2. Faculty at the median at UCSC are paid comparably to the median of the 7-campus group, except for Assistant Professors. For Assistant Professors, the UCSC median dollars offscale equal 0 (zero) and the 7-campus median is $3,944. There is no difference between UCSC and the 7-campus median for Associate Professors, and the offscale difference for both P1-P5 and P6-P9 for the Full Professor rank is $700. Differences are notably larger between UCSC and the 9-campus median, between $2,000 and $3,500. For Assistant Professors the difference between the 7-campus median and the 9-campus median is not large ($1,100), a result that we speculate is likely due to the other campuses (but not UCSC) paying market salaries for starting Assistant Professors.

   At the median, the same is basically true for the Economics and Engineering scale. Faculty at the median at UCSC are paid comparably (within $600-$700) to the 7-campus median.

3. For faculty in the 75th percentile of the offscale distribution, UCSC faculty are underpaid by about $4,000-$5,000, at the Assistant Professor, Associate Professor and P1-P5 of the Full Professors, when compared to the 7-campus measure. The gap is smaller for steps P6-P9 of Full Professors, on the order of $2,800.

   For Economics and Engineering faculty, those at the 75th percentile are underpaid. For Assistant Professors, the gap is $2,500; for Associate Professors, the gap is $4,200, for early Full Professors, the gap is $6,600, and for P6-P9 Full Professors, the gap is $2,500.

4. For faculty at the 90th percentile, UCSC faculty are underpaid by a wide measure. The gap increases through the ranks, through the early Full Professor steps. The gap is particularly large for P1-P5, at $14,000.[3]

[3] Figure 1 is an illustration of Table 1 (included). Table 2 reports dollars offscale for Economics and Engineering (with Business omitted for comparability to UCSC).

The gap is also larger in the Economics and Engineering scale. The gap increases through the ranks, up through P6-P9 Full Professors, where the gap is $17,000.

Preliminary conclusions

Figure 1 reveals that the offscale shortfall, and the resulting weakening of UCSC's competitive position, is the greatest for campus faculty who are already the most highly compensated.

UCSC's lower faculty salaries are, we therefore conclude, the result of a merit/promotion review process that awards relatively too few offscale dollars. Combined with the observation that UCSC faculty progress through the ranks and steps at the same rate as systemwide faculty, we conclude that the problem lies with the monetary rewards associated with substantive advancement reflected in compensation figures.

These statistics also reveal that as the UC-wide salary scale has fallen behind the market, other campuses have moved to increasing use of off-scale salaries to remain competitive. UCSC must do the same, in order to protect our most important resource, the faculty.

III. A plan for increasing UCSC faculty salary competitiveness

There are three major components to our proposal to address the salary gap. We have arranged them on a timeline from short to longer term solutions. The first involves funding to address the most acute competitive problems. The second, which we believe should be done in parallel, involves a change in the personnel review process (and its culture) that would be systematic and permanent. The third is agreeing to an annual report and analysis of UCSC's faculty salary competitiveness relative to our sister UC campuses –a monitoring of comparative statistics to ensure we are making progress.

Basic goals:

1. By July 1, 2009, UCSC's median dollars offscale will equal that of the next lowest UC campus.
2. By July 1, 2011, UCSC's median faculty salary will equal the UC systemwide median (including UCB and UCLA). UCSC should aim to invest the same amount in ladder-rank faculty salaries per such faculty member as do the other campuses.[4]

Implementation:

A. Targeted Salary Competitiveness Increases

Making UCSC faculty salaries competitive starts with improving the campus's relative salary ranking in the system. This goal is definable and reachable (although we acknowledge the "moving target" nature of the problem that is being addressed at the systemwide level in tandem with local measures on our own campus). We take as our guide median dollars offscale in the

[4] Tables 3 (regular academic scale) and 4 (Economics and Engineering) report the full salary distribution, by campus. Professional schools are omitted.

system (excluding UCB and UCLA), where the median is influenced by both the fraction of faculty with (nonzero) offscale salaries and the size of the offscale increment. We seek to increase both measures. While the UCSC plan will not include across-the-board increases, to attain equity with other UC campuses, we must both increase the number of UCSC faculty with off-scale salaries and increase the size of their off-scale increments. The most effective way to do so is to target these competitive salary increases to faculty with a recent history of at least greater-than-normal reviews. These measures should be focused on the ranks where competitive discrepancies are the greatest: Assistant and Associate Professors, and Full Professors, steps 1-5. These are the ranks/steps where the differences between UCSC and the systemwide median are the greatest.

Increasing median dollars offscale from $3,400 to the 7-campus median of $6,100 requires an average increase of $2,700. The cost of this first step is estimated to be $1.4 million in ongoing costs ($2,700 times approx. 532 faculty).

Appendix A discusses implementation options for a 2008-09 program of targeted salary increases. The options are bounded by the following principles:

- Funds will be distributed to the divisional deans, based on the percentage of ladder rank faculty salaries;
- Divisional deans will be responsible for recommending specific salary increases, intended to be separate from the regular personnel process;
- Decisions would be made on a case-by-case basis. We are not recommending across-the-board salary increases – not everyone will receive a salary increase.

Implementing a targeted salary equity increase plan within one academic year is critical to assuring faculty that the plan will be put into practice. In addition, the goal of moving the campus up, relative to sister campuses, is acknowledged as dynamic. A single decisive initial step sends a critical message that the campus is serious and committed to faculty excellence.

B. Systematic and systemic change – in the personnel review process

The core of our recommendation for permanent systematic change is the belief that the substantive process of performance review is sound. How faculty performance is judged is not the issue. The issue is the monetary reward associated with substantive judgment. The substantive review that starts in the department and proceeds to the Dean, CAP, an *ad hoc* committee, and the deciding authority would remain unchanged. We seek to increase the salary rewards associated with performance that is determined to be normal, above normal, and/or accelerated. By tradition, performance that is judged to be better than normal has been rewarded with an extra "half-step" of salary. We believe this amount is too small. We propose increasing the size of this "increment," to a level that is more than the current average half-step, and is perhaps a constant dollar amount (unlike the half-step that varies across ranks).

We also propose that salary recommendations no longer be made by departments. Department assessments would concentrate on the substance of research, teaching and service, and draw conclusions regarding whether progress is normal, greater than normal, or accelerated. These assessments would include a recommendation for rank and step, but not a recommendation for salary. The divisional dean would make the first salary increase recommendation, and CAP would

continue, as it does now, to make its own salary recommendation. The final determination would lie, as it now does, with the deciding authority.

C. Establish a regular annual report of faculty salary competitiveness

Ensuring UCSC's faculty salary competitiveness requires updated comparative information on salaries systemwide. We propose an annual report, issued after July 1 (when most new salaries take effect after merit reviews) and/or October 1 (after both merit reviews and COLAs/market adjustments). The following list identifies the essential systemwide data that should be supplied:

1. 9-month salaries for regular academic scale faculty and Business, Economics and Engineering faculty (actual salary and scale salary)
2. Salaries for fiscal year faculty
3. Updated information on years since initial UC hire (with separate information for time since UC hire as faculty versus employment as post-doc or TA)

Conclusion

We acknowledge both the expense of this plan and the need to balance its costs with other campus priorities. Faculty are not the only group experiencing less-than-competitive salaries; there are acute salary concerns for non-Senate faculty and staff, particularly lower-paid staff. It is important for the campus and the system to address these interrelated issues within a comprehensive plan to offer competitive salaries.

Why has our report been silent on sources of funding? Our charge was to assess faculty salary competitiveness and propose solutions. That charge did not include finding the funds or assessing this issue and its solutions in the context of other campus budgetary priorities. The campus has established processes for making budgetary judgments, requiring Senate consultation with the administration.

In considering how to fund the plan, the relevant question for the campus is the importance of competitive faculty salaries. Campus priorities are regularly produced in the form of unranked lists. How important is it to increase faculty salaries? Faculty are the most critical component of the campus's excellence in its research, teaching and service mission. Recruiting and retaining excellent faculty requires competitive salaries.

Appendix A

Distribution process for targeted salary competitiveness increases

1. The process will be centered in the divisions, with the divisional deans playing a central role. Deans are well situated to evaluate files.

2. The campus pool of salary dollars will be divided across divisions based on each division's share of ladder rank faculty payroll.

3. Within each division, the dean will establish a committee to review all ladder-rank files. Current (or recently serving) department chairs bring expertise on salary and performance history. Decisions/recommendations will be made on a case-by-case basis. All files will be reviewed. Salary increase dollars will be targeted at faculty with a recent (six-year) history of at least greater-than-normal performance. We anticipate that faculty with consistent reviews of greater-than-normal performance and salaries between the 75^{th} and 90^{th} percentile will receive the bulk of salary increase dollars. Faculty on-scale, particularly as a result of a history of accelerations, will also receive specific attention.

4. A campus-wide committee, perhaps of ex-CAP chairs, will review divisional recommendations.

5. Final authority rests with the EVC.

Figure 1

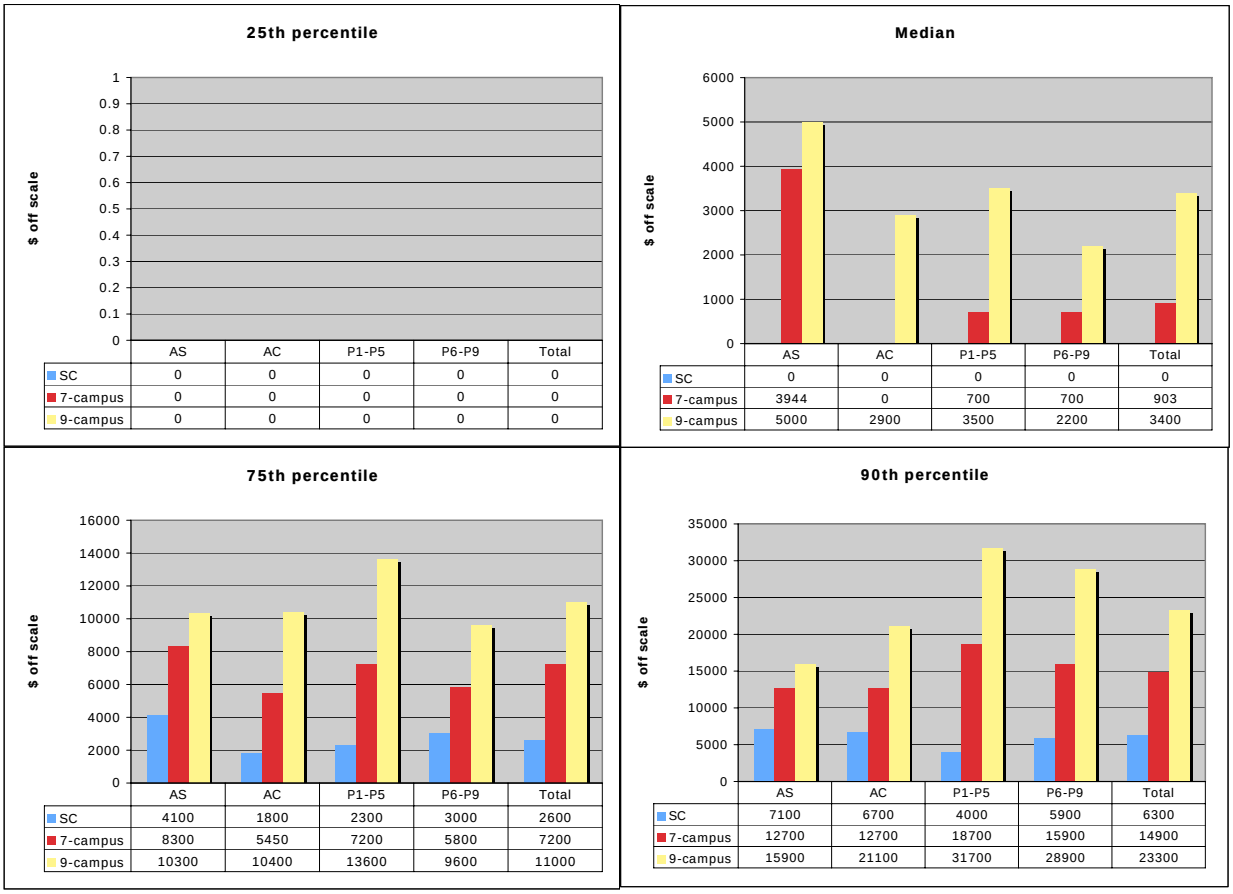
25th percentile
$ off scale
1
0.9
0.8
0.7
0.6
0.5
0.4
0.3
0.2
0.1
0
AS AC P1-P5 P6-P9 Total
SC 0 0 0 0 0
7-campus 0 0 0 0 0
9-campus 0 0 0 0 0
Median
$ off scale
6000
5000
4000
3000
2000
1000
0
AS AC P1-P5 P6-P9 Total
SC 0 0 0 0 0
7-campus 3944 0 700 700 903
9-campus 5000 2900 3500 2200 3400
75th percentile
$ off scale
16000
14000
12000
10000
8000
6000
4000
2000
0
AS AC P1-P5 P6-P9 Total
SC 4100 1800 2300 3000 2600
7-campus 8300 5450 7200 5800 7200
9-campus 10300 10400 13600 9600 11000
90th percentile
$ off scale
35000
30000
25000
20000
15000
10000
5000
0
AS AC P1-P5 P6-P9 Total
SC 7100 6700 4000 5900 6300
7-campus 12700 12700 18700 15900 14900
9-campus 15900 21100 31700 28900 23300

Table 1
Dollars offscale (including zeros), regular academic scale, no professional schools, eff. 10/1/07

		AS	AC	P1-P5	P6-P9	Total
BK	max	46100	101100	91400	65600	101100
	p90	17900	23700	34000	27100	25900
	p75	12800	14700	17900	7500	13600
	mean	8334	10838	12999	8038	10118
	median	5900	6100	7900	3350	5500
	p25	1600	3000	3100	0	1100
	min	0	0	0	0	0
	share w/ >0 $	0.86	0.89	0.82	0.62	0.79
	N	168	213	201	208	790
DV	max	27915	31350	114000	43248	114000
	p90	11071	8698	17983	19956	14183
	p75	5613	959	5900	7805	5285
	mean	3753	2675	5431	5776	4424
	median	1487	0	0	800	397
	p25	0	0	0	524	0
	min	0	0	0	0	0
	share w/ >0 $	0.57	0.3	0.36	0.91	0.51
	N	155	117	175	98	545
IR	max	33500	43900	69000	52000	69000
	p90	12300	14800	25000	19100	17900
	p75	8900	8300	11000	6700	9000
	mean	5263	5429	8456	6716	6455
	median	4300	1550	3000	1750	2400
	p25	0	0	0	0	0
	min	0	0	0	0	0
	share w/ >0 $	0.7	0.68	0.74	0.64	0.69
	N	142	166	155	112	575
LA	max	70900	113100	151256	145000	151256
	p90	25600	34400	50000	42000	41400
	p75	17800	21900	32200	28200	25400
	mean	13845	16472	21284	18115	18203
	median	12300	12800	14550	11250	12800
	p25	7400	6600	4000	300	5000
	min	0	0	0	0	0
	share w/ >0 $	0.97	0.87	0.87	0.76	0.86
	N	137	181	302	222	842
MC	max	20200	7800	27100	15600	27100
	p90	11800	7800	27100	15600	12500
	p75	8300	7800	5200	10000	7800
	mean	5405	5800	6756	5525	5637
	median	5200	5800	4200	4300	4900
	p25	0	3800	3400	0	0
	min	0	3800	2000	0	0
	share w/ >0 $	0.66	1	1	0.63	0.72
	N	41	2	9	8	60
RV	max	37600	70700	61467	52000	70700
	p90	12300	12100	16800	29900	14150
	p75	9100	2800	3500	5800	6400
	mean	5092	3973	4547	6229	4908
	median	2850	0	0	0	0
	p25	0	0	0	0	0
	min	0	0	0	0	0
	share w/ >0 $	0.64	0.33	0.32	0.48	0.46
	N	146	83	112	69	410

		AS	AC	P1-P5	P6-P9	Total
SB	max	27800	45800	55900	65800	65800
	p90	15000	13500	17700	14800	14800
	p75	9000	6000	6100	7400	7600
	mean	6809	4433	5364	5765	5467
	median	6650	0	400	1500	1600
	p25	0	0	0	0	0
	min	0	0	0	0	0
	share w/ >0 $	0.74	0.5	0.52	0.6	0.57
	N	94	145	158	134	531
SC	max	14400	26800	43700	38800	43700
	p90	7100	6700	4000	5900	6300
	p75	4100	1800	2300	3000	2600
	mean	2235	1980	2094	2777	2239
	median	0	0	0	0	0
	p25	0	0	0	0	0
	min	0	0	0	0	0
	share w/ >0 $	0.46	0.34	0.37	0.41	0.39
	N	93	95	127	81	396
SD	max	90100	64000	62800	66200	90100
	p90	17000	15300	26600	13900	18900
	p75	11600	7050	13100	5400	10100
	mean	7897	5208	9347	5727	7102
	median	7200	1350	6300	550	3400
	p25	0	0	600	0	0
	min	0	0	0	0	0
	share w/ >0 $	0.72	0.52	0.75	0.58	0.65
	N	126	124	141	132	523
Total	max	90100	113100	151256	145000	151256
	p90	15900	21100	31700	28900	23300
	p75	10300	10400	13600	9600	11000
	mean	6746	7391	10365	8683	8411
	median	5000	2900	3500	2200	3400
	p25	0	0	0	0	0
	min	0	0	0	0	0
	share w/ >0 $	0.72	0.62	0.64	0.64	0.65
	N	1,102	1,126	1,380	1,064	4,672
Dropping BK & LA:						
Total	max	90100	70700	114000	66200	114000
	p90	12700	12700	18700	15900	14900
	p75	8300	5450	7200	5800	7200
	mean	5191	4142	6001	5592	5256
	median	3944	0	700	700	903
	p25	0	0	0	0	0
	min	0	0	0	0	0
	share w/ >0 $	0.64	0.47	0.52	0.61	0.56
	N	797	732	877	634	3,040

Table 2
Dollars offscale (including zeros), Economics & Engineering scale (no business, no IRPS), eff. 10/1/07

		AS	AC	P1-P5	P6-P9	Total
BK	max	76500	97100	159400	147400	159400
	p90	48400	28900	42500	26900	35800
	p75	24200	10550	12500	10700	13600
	mean	16112	12291	15324	12907	14212
	median	9500	5200	4400	5800	5600
	p25	2900	0	2800	0	1400
	min	0	0	0	0	0
	share w/ >0 $	0.93	0.7	0.78	0.72	0.78
	N	41	44	87	69	241
DV	max	19700	48000	88926	47849	88926
	p90	10040	21687	16843	16399	16843
	p75	4858	15653	0	3242	4592
	mean	3096	8752	4644	4347	4880
	median	645	1836	0	0	0
	p25	0	0	0	0	0
	min	0	0	0	0	0
	share w/ >0 $	0.58	0.61	0.23	0.28	0.38
	N	45	31	81	39	196
IR	max	45600	10200	28900	62800	62800
	p90	21400	5200	12350	50600	18300
	p75	14700	3150	6300	19300	8900
	mean	7984	1832	4040	13077	6185
	median	4000	300	200	3100	2000
	p25	600	0	0	0	0
	min	0	0	0	0	0
	share w/ >0 $	0.76	0.54	0.52	0.64	0.62
	N	55	28	60	22	165
LA	max	55700	113900	159100	161600	161600
	p90	40000	90100	123900	64000	76000
	p75	25800	70800	31900	23600	30900
	mean	14698	33342	33230	21448	25766
	median	10200	19200	16400	14200	13050
	p25	2300	6400	2800	4100	3400
	min	0	0	0	0	0
	share w/ >0 $	0.84	0.95	0.8	0.85	0.84
	N	49	19	69	27	164
MC	max	12400	7600	49400	17300	49400
	p90	12000	7600	49400	17300	17300
	p75	10900	7600	26000	17300	11750
	mean	7361	3067	18267	17300	9593
	median	8300	1600	14200	17300	8300
	p25	4200	0	5800	17300	3900
	min	0	0	0	17300	0
	share w/ >0 $	0.94	0.67	0.83	1	0.89
	N	18	3	6	1	28
RV	max	10500	10000	37700	40200	40200
	p90	9100	8100	19100	38600	19100
	p75	9000	5000	8100	35100	9000
	mean	3600	2574	5633	16700	6307
	median	2800	100	1500	9200	1900
	p25	0	0	0	0	0
	min	0	0	0	0	0
	share w/ >0 $	0.56	0.53	0.55	0.69	0.57
	N	27	19	33	16	95

		AS	AC	P1-P5	P6-P9	Total
SB	max	17000	50800	59000	43000	59000
	p90	16500	34150	12800	19300	17000
	p75	13600	8300	4500	8500	8000
	mean	8061	10385	4248	6703	6537
	median	6250	6000	0	1103	3400
	p25	3600	2100	0	0	0
	min	1600	0	0	0	0
	share w/ >0 $	1	0.85	0.44	0.58	0.63
	N	18	20	48	33	119
SC	max	22800	7800	9800	39200	39200
	p90	11500	4400	2600	15300	9800
	p75	7500	2300	0	9000	5600
	mean	5922	1705	909	6453	3882
	median	4800	1300	0	2900	2100
	p25	2500	0	0	0	0
	min	0	0	0	0	0
	share w/ >0 $	0.94	0.57	0.13	0.74	0.62
	N	32	21	23	19	95
SD	max	56200	73800	73900	66700	73900
	p90	33000	31300	34700	35900	33100
	p75	13800	9500	16300	13900	14800
	mean	12833	10888	13357	11202	12257
	median	10000	1800	5550	5100	6150
	p25	6300	0	2900	0	400
	min	0	0	0	0	0
	share w/ >0 $	0.89	0.59	0.84	0.71	0.78
	N	45	34	58	41	178
Total	max	76500	113900	159400	161600	161600
	p90	24200	28900	30500	32680	29000
	p75	11500	8100	10300	14200	11300
	mean	9397	9903	11913	11290	10792
	median	5600	2300	2800	4200	3600
	p25	1200	0	0	0	0
	min	0	0	0	0	0
	share w/ >0 $	0.81	0.66	0.58	0.64	0.67
	N	330	219	465	267	1,281
Dropping BK & LA:						
Total	max	56200	73800	88926	66700	88926
	p90	16700	20200	19100	32680	19510
	p75	10020	6541	6600	11500	8900
	mean	7168	6374	6193	9034	7047
	median	4929	1600	0	2100	2300
	p25	861	0	0	0	0
	min	0	0	0	0	0
	share w/ >0 $	0.78	0.61	0.47	0.58	0.6
	N	240	156	309	171	876

Table 3
Salary distribution, regular academic scale, no professional schools, eff. 10/1/07

		AS1	AS2	AS3	AS4	AS5	AS6	AC1	AC2	AC3	AC4	AC5	P1	P2	P3	P4	P5	P6	P7	P8	P9	Total
BK	max		102500	79600	102500	90200	108000	89000	111100	174300	174300	158100	150000	121500	169100	158900	194700	153700	178400	171800	207600	207600
	p90		100450	74900	79800	82000	85000	89000	106850	102500	101400	104900	150000	120400	110300	128300	140300	139800	162900	141500	169100	144500
	p75		83100	67900	77800	76900	80700	89000	91450	91900	90000	89900	150000	108100	103100	117400	116100	128100	126000	136500	149500	121000
	mean		73670	66281	71670	73696	76170	83500	86485	87574	87805	91666	113533	100863	100154	109496	115876	122750	129102	136016	150509	103536
	median		71250	65500	70800	72250	73100	83500	85600	83000	82300	89800	107100	101700	97000	103300	110900	118350	121000	131000	144500	98150
	p25		58900	61300	64500	68200	71200	78000	76700	78300	78700	86800	83500	89200	90800	97900	106100	116400	121000	131000	142000	80900
	min		56400	59500	62900	66000	69200	78000	70400	74000	77700	83700	83500	83800	89900	96400	103300	111800	121000	131000	142000	56400
	N		10	21	54	50	33	2	20	39	76	76	3	19	41	49	89	32	55	44	77	790
DV	max		69700	75850	90815	88432	69200	81863	82000	104550	103632	83700	91272	117875	125460	145743	217300	155048	157243	162157	179818	217300
	p90		66912	72139	74858	73488	69200	74798	73542	85690	96918	83700	85647	102500	116051	110054	120128	134267	140956	148373	151597	131000
	p75		62013	67644	67650	69991	69200	71750	70068	75309	77700	83700	78395	101614	95298	97650	106537	119964	129956	138798	147958	103300
	mean		60184	64250	66933	68408	69200	69270	70653	76390	81133	83700	79432	91216	95343	100522	109987	118556	127381	135776	146758	89337
	median		58130	61162	64655	66000	69200	66100	69300	73200	77700	83700	77800	83800	89900	96400	103300	112600	121905	131524	142397	80462
	p25		56400	59500	62900	66000	69200	66100	69300	73200	77700	83700	77800	83800	89900	96400	103300	112600	121905	131524	142397	69300
	min		56400	59500	62900	66000	69200	66100	69300	73200	77700	83700	77800	83800	89900	96400	103300	111800	121000	131000	142000	56400
	N		25	33	61	35	1	14	31	42	27	3	24	39	36	32	44	31	23	28	16	545
IR	max	61500	66600	82000	96400	85700	73100	110000	95300	112800	102500	91500	126800	112800	158900	135900	166500	145900	165800	183000	188200	188200
	p90	61500	65496	72000	75200	78500	73100	85000	87200	90200	86000	88550	97500	106100	121900	121700	126600	136200	160400	171700	156800	138400
	p75	61500	63600	69700	72500	75000	73100	76350	79200	84650	80750	85900	88700	95100	99300	113800	108800	121100	134000	134800	146600	106800
	mean	61500	60435	64876	68333	72517	71240	73896	75433	80370	80522	85010	88286	91340	99662	105340	109905	119496	129836	138459	146495	92530
	median	61500	61500	63200	66350	71300	71600	71150	72450	78400	77700	83700	85500	85700	91000	99250	103300	114000	121300	131000	142000	84200
	p25	61500	56400	59500	62900	70100	69200	67000	70000	73200	77700	83700	81600	85700	91000	96400	103300	114000	121150	131000	142000	71800
	min	61500	56400	59500	62900	66000	69200	67000	69300	73200	77700	83700	78400	83800	90600	96400	103300	113500	121000	131000	142000	56400
	N	1	23	50	40	23	5	24	46	44	32	20	21	30	34	30	40	24	28	17	43	575
LA	max		87100	104000	133800			179200	149800	142800	105900	83700	158900	205000	205000	247656	174300	153800	219600	230600	287000	287000
	p90		82000	83600	86600			104050	102500	111100	105900	83700	122600	126700	158900	146500	144900	146500	167400	185200	182000	154800
	p75		73800	78400	80500			88900	92300	92600	105900	83700	107600	116200	129200	127100	126500	135450	153200	166783	168000	131000
	mean		70794	74992	75575			86140	87788	88267	87200	83700	100112	105556	119070	120270	118525	126205	140002	151740	159961	110777
	median		69700	72900	72350			81500	85800	84300	78000	83700	95100	99700	112800	112800	113650	123500	130500	142750	153250	104700
	p25		65900	71100	68000			74700	76200	79600	77700	83700	86900	91900	96400	100000	105600	115800	122150	131000	142000	83700
	min		59600	63800	62900			66100	69300	73200	77700	83700	77800	83800	89900	96400	103300	111800	121000	131000	142000	59600
	N		31	38	68			30	40	107	3	1	41	55	53	51	102	40	52	44	86	842
MC	max		60900	72700	83100	71900			77100	77000			83000	87200	96500		130400	115000	133600	146600	149400	149400
	p90		60900	71900	83100	71900			77100	77000			83000	87200	96500		130400	115000	133600	146600	149400	132300
	p75		56400	67800	72900	71900			77100	77000			83000	87200	96500		130400	115000	133600	146600	148400	83100
	mean		57150	64247	70967	71900			77100	77000			82067	87200	95300		114567	115000	133600	138800	145200	80480
	median		56400	64700	69800	71900			77100	77000			82000	87200	95300		108000	115000	133600	138800	144700	70250
	p25		56400	59500	67800	71900			77100	77000			81200	87200	94100		105300	115000	133600	131000	142000	63250
	min		56400	59500	62900	71900			77100	77000			81200	87200	94100		105300	115000	133600	131000	142000	56400
	N		6	19	15	1			1	1			3	1	2		3	1	1	2	4	60
RV	max		73200	81300	100500	97400	70100	82000	140000	85000	103600	117300	112000	108900	133300	157867	120100	149800	156200	183000	174300	183000
	p90		68350	71000	80700	80700	70100	82000	82600	77700	87800	117300	105150	94900	97300	130700	106900	126900	137200	178900	153000	129550
	p75		66600	66900	70700	76800	70100	78200	74400	73200	79200	100500	87700	84850	89900	106900	103300	116600	121150	160900	147800	103300
	mean		62813	63714	68649	70780	69500	70767	74539	74624	81314	92100	85630	86520	93414	105106	104642	117152	124244	143640	146465	87996
	median		62700	61200	65900	66000	69200	66100	69300	73200	77700	83700	80400	83800	89900	96500	103300	111800	121000	131400	142300	78450
	p25		58400	59500	62900	66000	69200	66100	69300	73200	77700	83700	77800	83800	89900	96400	103300	111800	121000	131000	142000	67700
	min		56400	59500	62900	66000	69200	66100	69300	73200	77700	83700	77800	83800	89900	96400	103300	111800	121000	131000	142000	56400
	N		30	49	39	25	3	6	31	21	21	4	10	20	21	30	31	21	16	15	17	410

Table 3
Salary distribution, regular academic scale, no professional schools, eff. 10/1/07

		AS1	AS2	AS3	AS4	AS5	AS6	AC1	AC2	AC3	AC4	AC5	P1	P2	P3	P4	P5	P6	P7	P8	P9	Total
SB	max		72800	80000	90700	79800		111900	95700	104900	98800		133700	104000	137700	144000	144600	129300	186800	147500	188000	188000
	p90		71800	78000	77500	79800		85300	83050	86700	82000		101500	95300	96500	133500	106900	122400	149100	145800	155400	142000
	p75		65600	71800	71800	78100		75250	77450	80500	78300		98500	88900	92500	106900	106700	115800	129500	138550	149100	113900
	mean		63213	66357	69498	73564		73577	74293	77713	79381		89553	87570	92882	106053	105928	115331	129671	135583	147243	96094
	median		63900	66300	68600	74700		70150	70750	73200	77700		86700	83800	89900	100750	103400	114300	122900	131700	143400	89900
	p25		56400	59500	62900	69700		67350	69300	73200	77700		77800	83800	89900	96400	103300	111800	121000	131000	142000	73200
	min		56400	59500	62900	66000		66100	69300	73200	77700		77800	83800	89900	96400	103300	111800	121000	131000	142000	56400
	N		15	23	45	11		24	40	45	36		15	27	33	36	47	26	38	24	46	531
SC	max		63600	73900	71900	71800		76900	87300	100000	82900	83700	78600	107600	123000	140100	116600	150600	150900	147900	157300	157300
	p90		63600	67700	65500	69200		76900	77200	82000	79200	83700	78300	87800	95300	104700	107750	129000	125900	135900	147900	131000
	p75		56400	65500	63250	66500		69200	72400	74900	77700	83700	77800	84300	90900	99600	106700	115700	123400	131000	145000	106150
	mean		57422	63186	63875	66819		68611	71957	75581	78162	83700	77923	85334	92518	100150	105390	117226	123383	132353	144000	89610
	median		56400	62600	62900	66000		67700	69300	73200	77700	83700	77800	83800	89900	96600	103300	113200	121000	131000	142000	83800
	p25		56400	59500	62900	66000		66100	69300	73200	77700	83700	77800	83800	89900	96400	103300	111800	121000	131000	142000	69300
	min		56400	59500	62900	66000		66100	69300	73200	77700	83700	77800	83800	89900	96400	103300	111800	121000	131000	142000	56400
	N		9	44	24	16		9	21	42	21	2	13	35	17	22	40	19	23	17	22	396
SD	max		94600	78900	153000	82300	80100	88900	133300	104600	110000	86900	111200	146600	139600	126800	148200	125700	150400	168400	208200	208200
	p90		73400	77900	78700	82300	80100	86100	89200	88500	86000	86900	106600	117300	118100	117300	114900	121600	141700	143500	167500	142000
	p75		69700	69400	74200	75300	80100	70400	80200	80250	80500	86700	94000	100000	104300	110000	109800	116900	128800	136400	147400	117300
	mean		65879	65161	71932	73833	77100	70567	77600	78422	80900	84771	90782	97136	100018	104852	107941	115195	126945	135209	149029	96611
	median		66700	62150	70100	74150	77100	66200	73500	75150	77700	83700	88900	93300	96000	102200	104100	112200	123200	131000	142450	89900
	p25		60800	59500	62900	71100	74100	66100	69300	73200	77700	83700	84200	87500	92900	96400	103300	112200	121000	131000	142000	73200
	min		56400	59500	62900	66000	74100	66100	69300	73200	77700	83700	77800	83800	89900	96400	103300	111800	121000	131000	142000	56400
	N		33	44	41	6	2	18	33	36	30	7	17	25	34	31	34	21	31	22	58	523
Total	max	61500	102500	104000	153000	97400	108000	179200	149800	174300	174300	158100	158900	205000	205000	247656	217300	155048	219600	230600	287000	287000
	p90	61500	73200	75200	80400	79800	83700	88900	91100	95900	94700	98900	110800	113000	123400	128100	130250	136200	156200	164200	170400	142000
	p75	61500	68000	70100	72900	74700	77400	80000	82000	85100	82500	89800	95100	100000	104600	113800	112100	124000	131500	140900	150200	116550
	mean	61500	64243	65800	70225	71316	75039	75375	77311	81548	82666	89653	89848	94090	101213	107832	111837	119719	130217	139566	150810	97369
	median	61500	62750	64300	67900	69991	73100	71000	72453	77600	77700	86900	84600	87800	93200	99900	106159	114900	121905	131524	144500	89900
	p25	61500	57400	59500	62900	66000	69200	66100	69300	73200	77700	83700	77800	83800	89900	96400	103300	112200	121000	131000	142000	73200
	min	61500	56400	59500	62900	66000	69200	66100	69300	73200	77700	83700	77800	83800	89900	96400	103300	111800	121000	131000	142000	56400
	N	1	182	321	387	167	44	127	263	377	246	113	147	251	271	281	430	215	267	213	369	4672
Dropping BK & LA:																						
Total	max	61500	94600	82000	153000	97400	80100	111900	140000	112800	110000	117300	133700	146600	158900	157867	217300	155048	186800	183000	208200	217300
	p90	61500	69700	72200	76900	77900	74100	82000	82600	86600	85900	88500	98500	102500	113207	121400	114900	127000	141750	146900	153000	134084
	p75	61500	65600	67644	71500	73100	73100	74500	77300	79200	79200	85100	87400	93700	96500	106900	106700	119200	127678	136700	147400	108000
	mean	61500	62134	64428	68557	70298	71645	71804	74343	77418	80245	85569	85072	89801	96111	103877	107479	117226	127420	136531	147102	92052
	median	61500	61500	62715	67000	68000	70100	68600	70000	73200	77700	83700	81600	85700	91000	97336	103300	114000	121905	131400	142397	83800
	p25	61500	56400	59500	62900	66000	69200	66100	69300	73200	77700	83700	77800	83800	89900	96400	103300	111800	121000	131000	142000	70084
	min	61500	56400	59500	62900	66000	69200	66100	69300	73200	77700	83700	77800	83800	89900	96400	103300	111800	121000	131000	142000	56400
	N	1	141	262	265	117	11	95	203	231	167	36	103	177	177	181	239	143	160	125	206	3040

Table 4
Salary Distribution, Economics & Engineering scale (no Business, no IRPS), eff. 10/1/07

		AS1	AS2	AS3	AS4	AS5	AS6	AC1	AC2	AC3	AC4	AC5	P1	P2	P3	P4	P5	P6	P7	P8	P9	Total
BK	max		123000	110000	158900	98900	147500	164000	97200	185500	192600	117900	166800	215200	263400	160300	216400	221400	281900	170900	191600	281900
	p90		123000	110000	145600	98900	147500	164000	97200	117900	192600	117900	166800	169400	146500	143900	140000	179300	230000	167800	166100	163500
	p75		91500	102400	102550	94300	115300	164000	97200	102600	101600	108700	166800	136900	131300	113400	125300	150700	149700	156000	163500	144700
	mean		92860	95317	100335	90600	103850	140300	97200	103828	110456	104671	122300	121936	123500	117961	129279	147421	158277	151906	161152	125656
	median		88200	97850	92050	88600	91150	140300	97200	98150	96600	103200	103100	101200	107350	113400	125000	137600	138700	149800	158500	117900
	p25		84100	83500	85700	86900	89000	116600	97200	92700	95500	98300	97000	101200	107100	110100	120300	133200	137400	144000	155600	101200
	min		77500	80300	82400	86300	89000	116600	97200	92700	95500	98300	97000	98400	104000	110100	116600	125400	134500	144000	155600	77500
	N		5	6	20	4	6	2	1	18	9	14	3	14	18	18	34	14	13	17	25	241
DV	max		94300	88285	92250	103818		115000	128596	114306	143500		115110	106641	147395	199026	174285	158080	150000	191849	182850	199026
	p90		94300	88240	89286	103818		115000	128596	114306	143500		114587	103078	106432	110100	148566	149940	145117	167925	182850	144000
	p75		85313	82923	86715	91197		104968	104550	92797	109150		106144	100508	104000	110100	119501	132393	139679	144000	155600	117632
	mean		80495	80960	84365	89991		96327	99261	96851	107146		100658	99828	106232	118184	123855	131331	137411	148785	159298	109001
	median		77054	79597	82400	88009		90891	95581	92700	98695		95600	98400	104000	110100	116600	125400	134500	144000	155600	104000
	p25		74649	78200	82400	85900		86670	89100	92700	97336		95600	98400	104000	110100	116600	125400	134500	144000	155600	91571
	min		74600	78200	82400	85900		86000	89100	92700	95500		95600	98400	104000	110100	116600	125400	134500	144000	155600	74600
	N		6	13	18	8		9	7	9	6		16	12	23	11	19	10	10	10	9	196
IR	max	96800	120200	95600	99300	87000	89000	92000	99300	97900	100500	98300	104700	116900	132900	112800	138400	188200	153800	200500	172200	200500
	p90	96800	96000	92900	98800	87000	89000	92000	93700	97900	100500	98300	104700	111300	125500	112800	130300	188200	153800	200500	172200	138400
	p75	96800	92900	87500	87000	86450	89000	89300	92600	94300	98500	98300	103100	104600	110500	112800	125350	157400	141600	169700	172200	112800
	mean	95967	86138	84581	86820	86175	89000	88560	91145	94300	97100	98300	99200	101993	108979	111000	122250	146260	140540	159178	161133	104563
	median	96800	84100	83200	83800	85900	89000	88900	89100	93900	95500	98300	98100	98400	104100	110100	120350	129900	136900	144000	155600	98400
	p25	94300	76250	80200	82400	85900	89000	86300	89100	92700	95500	98300	95600	98400	104000	110100	116900	129900	135900	144000	155600	88900
	min	94300	74600	78200	82400	85900	89000	86300	89100	92700	95500	98300	95600	98400	104000	110100	116600	125900	134500	144000	155600	74600
	N	3	16	21	10	4	1	5	11	5	5	2	6	14	19	9	12	5	5	9	3	165
LA	max		117900	133900	120500			199900	179200	177500			209100	250000	246000	261400	275700	287000	206900	160000	219600	287000
	p90		113000	130700	98300			199900	179200	177500			165300	197700	194800	261400	261400	287000	163200	160000	219600	180000
	p75		107700	119750	92600			167300	150100	118150			118000	135700	135900	141100	153300	156800	161200	160000	176350	144200
	mean		91827	103667	89500			128686	123225	117475			118827	128942	134987	151223	153906	159933	155236	152450	171463	127336
	median		85100	99150	86200			105800	112300	111900			107600	106600	121400	123400	132450	132500	149400	152450	162600	117950
	p25		78400	86200	82400			90700	96350	103350			96400	98400	111000	118600	120100	125400	143500	144900	159300	96000
	min		75200	78900	82400			87000	89100	95500			95600	98400	104000	110800	116600	125400	139100	144900	155600	75200
	N		15	12	22			7	4	8			11	12	15	13	18	6	11	2	8	164
MC	max		86100	90200	94800				96700	94300			145000	104200	119800		142600	142700				145000
	p90		86100	90200	94800				96700	94300			145000	104200	119800		142600	142700				142600
	p75		86100	89100	90700				96700	94300			145000	104200	119800		142600	142700				96150
	mean		83560	85100	89014				92900	94300			120300	104200	119800		135900	142700				96811
	median		84100	86500	90200				92900	94300			120300	104200	119800		135900	142700				89650
	p25		83300	80100	86600				89100	94300			95600	104200	119800		129200	142700				86100
	min		78200	78200	83500				89100	94300			95600	104200	119800		129200	142700				78200
	N		5	6	7				2	1			2	1	1		2	1				28
RV	max		85100	87700	91500	85900		93100	99100	92700	99000		133300	117900	119100	129200	122500	165600	164000	181300	164500	181300
	p90		85100	87700	91500	85900		93100	99100	92700	99000		133300	117900	119100	129200	122500	165600	164000	181300	164500	158900
	p75		83600	79950	91500	85900		93100	97200	92700	97200		106600	112200	114000	120800	122200	162100	164000	181300	163600	117900
	mean		79900	79825	87614	85900		88400	94933	92700	96617		103678	106050	109440	115350	118514	143011	164000	172100	161350	106438
	median		78200	78200	88700	85900		86100	95450	92700	96250		96100	103950	106100	110850	116600	134900	164000	172100	162650	97200
	p25		77400	78200	82400	85900		86000	93300	92700	95500		95600	99900	104000	110100	116600	125400	164000	162900	159100	86900
	min		74600	78200	82400	85900		86000	89100	92700	95500		95600	98400	104000	110100	116600	125400	164000	162900	155600	74600
	N		9	8	7	3		3	6	4	6		9	4	5	8	7	9	1	2	4	95

		AS1	AS2	AS3	AS4	AS5	AS6	AC1	AC2	AC3	AC4	AC5	P1	P2	P3	P4	P5	P6	P7	P8	P9	Total
SB	max		91600	94700	92700			86000	109300	143500	138400		107600	111200	120300	169100	137600	155600	142000	187000	165300	187000
	p90		91600	94700	92700			86000	103600	143500	138400		107600	108800	111600	169100	134700	146750	142000	179100	165300	155600
	p75		91600	92100	88950			86000	96900	118100	138400		101600	104800	108650	115100	120300	133900	142000	159800	155600	134500
	mean		89667	85914	88138			86000	95950	106457	116950		98600	101370	106792	120767	120644	133780	138250	153925	156800	116111
	median		89200	82000	88400			86000	95600	98100	116950		95600	98700	104000	110100	117900	133100	138250	146550	155600	110100
	p25		88200	81800	86800			86000	92700	95000	95500		95600	98400	104000	110100	116600	127500	134500	144000	155600	95600
	min		88200	79800	84100			86000	89100	93900	95500		95600	98400	104000	110100	116600	125400	134500	144000	155600	79800
	N		3	7	8			1	10	7	2		4	10	12	6	16	10	2	12	9	119
SC	max		97400	87000	92300	91100		88200	96900	95200	100700			108200	106600	110100	116600	130700	149800	153000	194800	194800
	p90		97400	85700	92300	91100		88200	96900	95200	100700			108200	106600	110100	116600	130700	149800	153000	194800	149800
	p75		94800	85500	89100	90200		88200	93500	92700	99150			102650	104000	110100	116600	130700	145100	150250	166900	110100
	mean		87533	83662	86229	88250		87100	92617	93013	97725			100688	104371	110100	116600	130700	139533	148000	164488	105301
	median		86600	83800	85600	87650		87100	92150	92700	97350			98400	104000	110100	116600	130700	136650	147100	160250	95500
	p25		83000	83000	82600	87000		86000	90600	92700	96300			98400	104000	110100	116600	130700	134500	145750	155600	87000
	min		76800	79800	82400	85900		86000	90400	92700	95500			98400	104000	110100	116600	130700	134500	144800	155600	76800
	N		6	13	7	6		3	6	8	4			8	7	6	2	1	6	4	8	95
SD	max	112800	107600	134400	96600	91300		156800	162900	99600	140900	98300	117300	167300	116400	184000	147000	192100	164000	204800	202800	204800
	p90	112800	102500	92000	96600	91300		156800	119400	99600	140900	98300	117300	167300	109500	177700	139600	192100	161200	192500	169500	155600
	p75	112800	96400	89800	91300	91300		114750	109200	99300	96800	98300	105000	165600	109200	140600	132900	145000	149800	155500	163700	136600
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	median	104600	87600	88200	88900	90400		88150	92000	94800	95500	98300	102200	117250	105400	125700	124850	138500	136700	150000	155600	109200
	p25	104000	84600	84500	84000	89500		86700	89100	92700	95500	98300	99100	99800	104000	114100	121100	125800	134500	144100	155600	91300
	min	104000	74600	78200	82400	89500		86000	89100	92700	95500	98300	95600	98400	104000	110100	116600	125700	134500	144000	155600	74600
	N	3	14	17	9	2		8	13	6	6	1	7	6	14	13	18	9	11	10	11	178
Total	max	112800	123000	134400	158900	103818	147500	199900	179200	185500	192600	117900	209100	250000	263400	261400	275700	287000	281900	204800	219600	287000
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	p75	104600	91600	89500	91300	89700	115300	107687	97950	100100	99000	106000	107600	108200	111600	123200	129750	149400	149800	156300	163500	133100
	mean	101550	87282	87405	89829	88705	101729	103306	98137	101214	103860	103547	106389	111030	113472	124286	129252	142313	147334	153945	162115	114900
	median	100400	84800	84100	86600	87000	89700	89100	93400	94300	96850	101200	98850	99000	104550	112800	121000	133600	139300	146700	158500	106000
	p25	96800	78200	79950	82400	85900	89000	86300	89100	92700	95500	98300	95600	98400	104000	110100	116600	125700	134500	144000	155600	92700
	min	94300	74600	78200	82400	85900	89000	86000	89100	92700	95500	98300	95600	98400	104000	110100	116600	125400	134500	144000	155600	74600
	N	6	79	103	108	27	7	38	60	66	38	17	58	81	114	84	128	65	59	66	77	1,281
Dropping BK & LA:																						
Total	max	112800	120200	134400	99300	103818	89000	156800	162900	143500	143500	98300	145000	167300	147395	199026	174285	192100	164000	204800	202800	204800
	p90	112800	96400	91000	92250	91300	89000	115000	109200	104227	138400	98300	115110	111300	115000	140600	137600	162100	153800	187000	170200	149800
	p75	104600	89700	87800	89286	89500	89000	93100	97200	96700	98695	98300	104850	104800	107500	117300	125800	143900	145100	156300	163100	124750
	mean	101550	85654	84550	86756	88375	89000	94629	96330	96786	101813	98300	102194	104346	107260	119827	123401	138374	140786	154746	160963	109613
	median	100400	84600	83000	86500	87000	89000	88000	92900	92700	97000	98300	95850	98400	104000	110100	119400	131900	136700	144900	155600	103909
	p25	96800	78200	79597	82400	85900	89000	86100	89100	92700	95500	98300	95600	98400	104000	110100	116600	125500	134500	144000	155600	89550
	min	94300	74600	78200	82400	85900	89000	86000	89100	92700	95500	98300	95600	98400	104000	110100	116600	125400	134500	144000	155600	74600
	N	6	59	85	66	23	1	29	55	40	29	3	44	55	81	53	76	45	35	47	44	876

APPENDIX B

Senate and Administrative Task Force
On
Faculty Salaries at UCSC
June 2, 2008

MEMBERSHIP
Chair: Academic Senate Vice Chair, Lori Kletzer

Senate:
Chair, Committee on Academic Personnel Barry Bowman
Chair, Committee on Faculty Welfare Ted Holman
Chair, Committee on Planning and Budget Susan Gillman
Chair, Committee on Privilege and Tenure Catherine Soussloff
Director, Academic Senate Mary-Beth Harhen

Administration*:*
Vice Chancellor Planning and Budget Meredith Michaels
Vice Provost Academic Affairs Alison Galloway
Assistant Vice Chancellor Academic Personnel Pamela Peterson
Faculty Assistant to the EVC Sandy Chung
Physical and Biological Sciences Dean Steve Thorsett
Humanities Dean Van Den Abbeele

CHARGE:
Examine current policies and practices, at all levels of the academic personnel review, which affect faculty salaries and recommend modifications that ensure UCSC salaries are equitable relative to other UC campuses.

Include:

- full analysis of UCSC faculty salary data
- methodology for future salary increases and assessment of off-scale salary absorption
- methodology for handling off-scale salary increments in UC's future adjustments of the salary scale
- on-going methods for monitoring UCSC faculty salaries relative to other UC campuses
- long term strategies for equitable UCSC faculty salaries
- analysis of competitiveness of UCSC offers

Recommend policies and practices that ensure the recognition and continued recognition of merit that is greater than normal but insufficient for immediate progression through multiple steps.

TIMELINE:
Task Force initiates work immediately, begins initial data collection and analysis, initiates policy review, and makes recommendations on a plan for further action to Senate Chair/SEC and the EVC by **June 30, 2008**.

SENATE EXECUTIVE COMMITTEE
REPORT ON FACULTY SALARIES AT UCSC
May 14, 2008

In the wake of the UC Office of the President's (UCOP) four year plan to increase faculty salaries, the Academic Senate has engaged in discussions on a variety of problems with its implementation, focused particularly on the standing of UCSC salaries relative to other UCs. It has long been known that UCSC salaries significantly lag UC averages, to the point that in 2006-07, CP/EVC Kliger formed a task force to consider what type of local program, as many UC campuses have instituted, could appropriately be applied here to address this problem. This effort was abandoned by the EVC when it seemed that the Regents and UCOP were committed to a multi-year plan that would be initiated in 2007-08. The apparent reasoning for abandoning a local effort was that we should first wait to see the plan's effect on UCSC's relative position. The most pressing dilemma now is the degree to which the new salary scales have failed to bring up salaries at UCSC relative to the other UC campuses. Measures of UCSC faculty productivity warrant better position relative to our salary ranking in the UC system. The low salaries at UCSC now serve to hamper the upward trajectory of our campus's academic ranking overall by causing problems in faculty recruitment and retention.

Comparative data on system wide salaries demonstrate the degree to which UCSC continues to lag behind in the rank and step system. A complete analysis of the data is in progress. Some preliminary conclusions about the standing of UCSC's salaries relative to those across the system are already apparent. Figure 1 (Salaries 2007) illustrates that UCSC is a substantial outlier in relation to salaries at seven UC campuses (UCB and UCLA are omitted because their salaries are substantially higher). UCSC salaries are both low and lowest, and anomalous in size of off-scale salaries in the system-wide context. UCSC trails the rest both in number of off-scale faculty and in amount of the off-scale.

In the implementation of the new salary scales, many UCSC off-scale increments were eliminated. The "absorbed" off-scale salaries from the October 2007 adjustment appear to have eroded our overall campus salary ranking in regard to the other campuses, and restoration of off-scales at other campuses has the potential to further diminish UCSC's standing relative to other campuses. Indeed, a comparison of Figures 1 (2007) and 2 (2006) illustrates that the first year of the OP's salary plan seems to have worsened our standing relative to those UCs whose salaries are closest to ours.

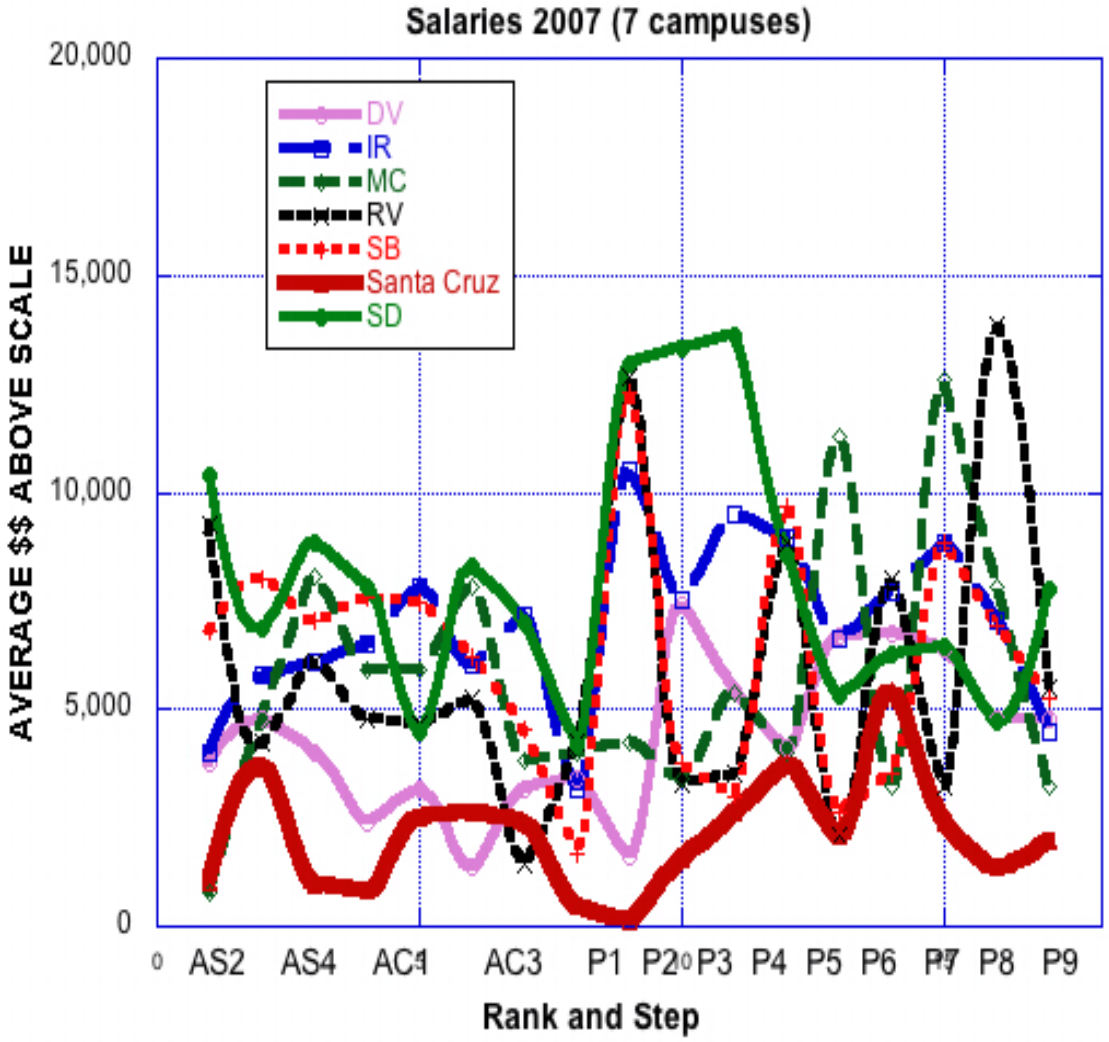

Figure 1. Average amounts of off-scale salaries for faculty at different ranks and steps at 7 UC campuses. These are for regular, non-professional school academic appointments; engineering and business-scale faculty are excluded. UC Berkeley and UCLA are excluded from this comparison because their off-scale amounts dramatically exceed those of the other campuses. The average off-scale amount is utilized, rather than the median, because the median salary for UCSC at a given step often falls simply at the on-scale step level.

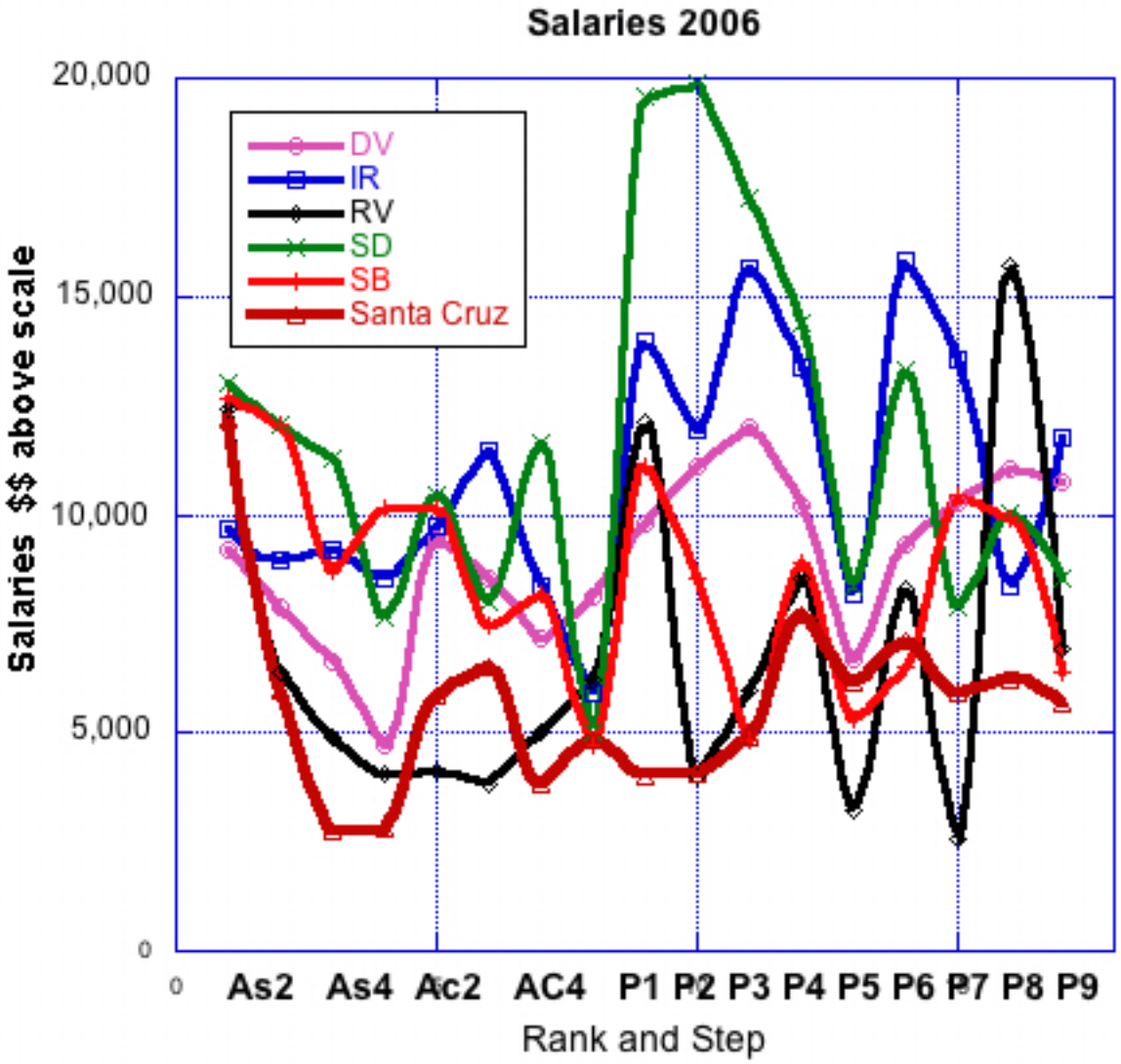

Figure 2. Average amounts of off-scale salaries for faculty at different ranks and steps at 6 UC campuses in 2006 for comparable faculty to Figure 1. The vertical scale differs from Figure 1, so while the absolute difference with campuses with relatively large off-scales (San Diego, Irvine) decreased from 2006 to 2007, the standing of UCSC relative to the cadre of campuses with lower off-scales (Riverside, Santa Barbara) worsened.

We also examined whether the overall inter-campus trends in Figures 1 and 2 might simply arise from differences in how faculty are advanced: if a campus were to move faculty through the rank and step system faster, then the amount of off-scale would not reflect the relative pay for faculty on the different campuses at the same point in their careers. Our preliminary results on the rate of advancement are shown in Figure 3. Rate of advancement is a difficult parameter to quantify, and the data currently available do not allow us to conduct anything other than a rather coarse analysis of the average years after the Ph.D. of faculty at each step at the different campuses.

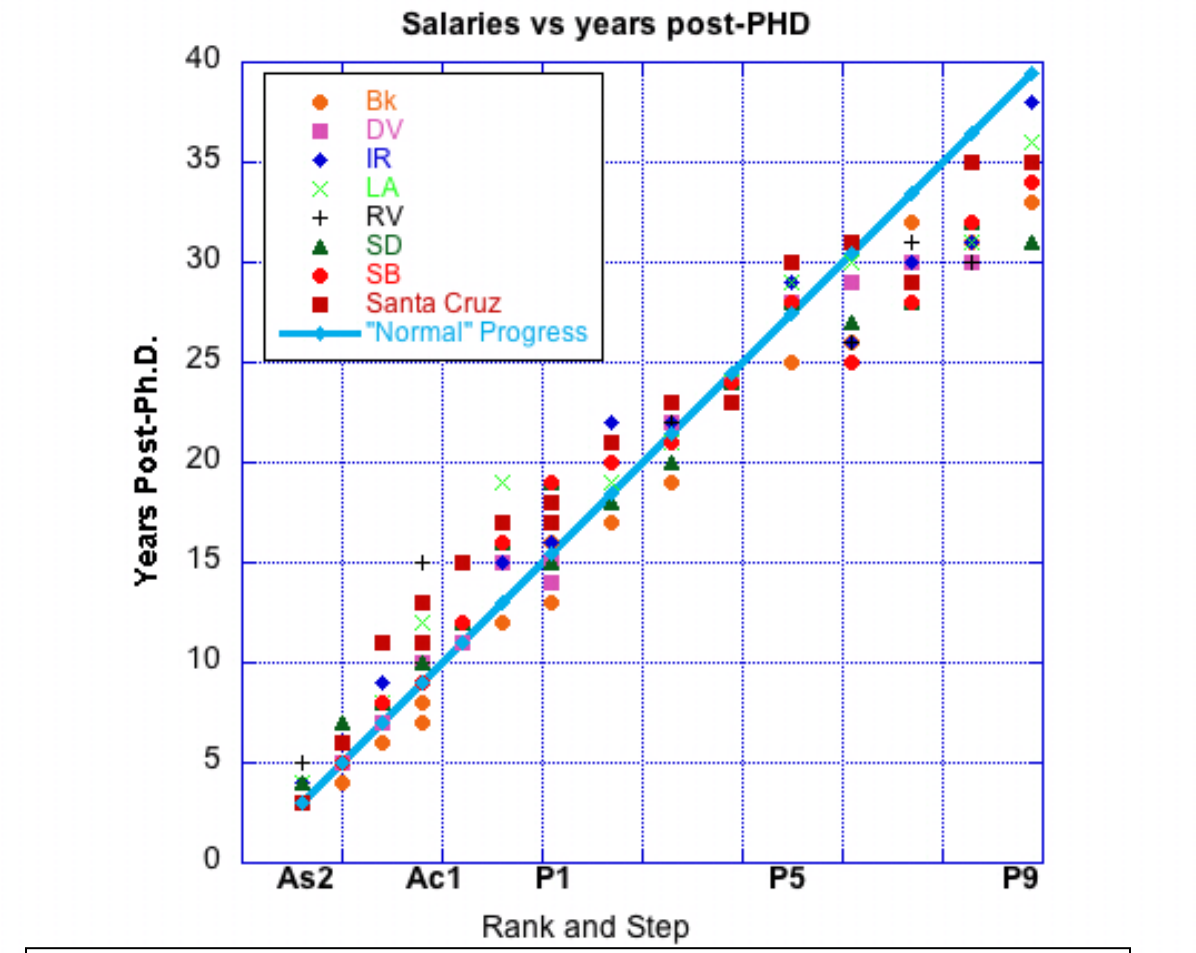

Figure 3. Average years post-Ph.D. for faculty at different steps on the different campuses. At a given rank, UCSC faculty tend to be further from their Ph.D. This effect is most acute at steps prior preceding benchmark promotions: to tenure , full professor and professor step 6. Lines are least square fits to the data.

Figure 3 indicates that, to first order, UCSC faculty tend to take longer post-Ph.D. to reach a given step /rank—a step/rank at which they are also likely to have a smaller off-scale relative to other campuses (Figures 1 and 2). The *rate* of advancement for UCSC is the same as for other campuses; the "rate" is the slope of the line, and the slope for UCSC is the same as for other campuses but the UCSC line is offset from the average by about two years. One simple way to explain this is if our campus had often appointed new faculty at a step lower than new appointments on other campuses, then in subsequent actions our faculty advanced at the same

rate as on other campuses, but tended to have two more years of post-PHD time served for a given step. This explanation is feasible because we did appoint a fair number of people at Step II. In addition, it suggests that appointments at more senior levels were also at lower steps than typically used on other campuses.

Some of the issues that produce these trends may well be unique to Santa Cruz, and discerning their precise origins requires a more nuanced analysis (such as in terms of rate of promotion from initial hiring rank, or in the context of differences between divisions in hiring level or advancement). Nevertheless, the basic picture indicates that both UCSC faculty salaries and rate of advancement lag those of the other UCs. Our concern is that the trends shown in the figures are intimately tied to the culture of the campus (sometimes termed "a culture of poverty"). Our goal here is not to blame, but to note that the current situation could not have arisen without mutually reinforcing actions by both the faculty (through departments and chairs), the Senate (through CAP) and the administration (via Deans and the EVC). We believe that the ongoing and future quality of UCSC, in large measure, hinges on shifting whatever internal practices have produced a faculty salary structure that is at the bottom of the system. We underline the fact that by all standard accountability measures (honors and awards, citations, etc.), UCSC faculty performs far above the level recognized by campus salaries. Our aim is to acknowledge the overall lack of congruence between faculty performance and salaries.

Accordingly, we believe that our local problems can be best addressed through intensive local efforts. Relying on the Office of the President's four-year plan, designed primarily to fix the step system, will not redress the larger problem of overall lower salaries on our campus. This is true whether or not there is a state budget crisis but especially critical given current budgetary uncertainties. The increasing likelihood that the OP salary plan will be neither fully funded nor implemented makes it more imperative that we address our own local issues locally. For all of these reasons the Academic Senate is taking the lead to address faculty salaries on this campus.[1] We intend to continue to take an activist approach to the overall effort to restore UCSC's ability to recruit and retain top faculty.

RECOMMENDATIONS:

To address the issue of UCSC's low ranking in the system, the Senate Executive Committee (SEC) requests that the administration consider a one time or phased across-the-board increase for all faculty, similar to programs that have previously been implemented at other campuses. Accepting that this would move all faculty to off-scale it must come with a commitment that off-scale salaries will be retained in the remaining years of UCOP's faculty salary plan.

To address longer-run and systematic concerns about our salary structure, SEC proposes a joint Senate-Administration committee to examine our policies and practices in determining faculty salaries and to devise a methodology for all future salary increases. The membership and charge of the committee is attached. The goal is to formulate an action plan by June 30 that can be implemented in the 2008-09 year.

[1] We note that the Senate took the lead in Fall 2007, in discussions about the adjustment of salaries for cost of living. At that time, we advocated adjusting full salaries, breaking from past practice of adjusting only scale salary.

Appendix 1