

Meeting Call for Regular Meeting of the Santa Cruz Division
Wednesday February 19, 2014 at 2:30 p.m.
Colleges 9&10 Multipurpose Room
ORDER OF BUSINESS

1. Approval of Draft Minutes
 - a. Draft Minutes of November 15, 2013 (AS/SCM/306)
2. Announcements
 - a. Chair Konopelski
 - b. Chancellor Blumenthal
 - c. Campus Provost/Executive Vice Chancellor Galloway (not attending)
3. Report of the Representative to the Assembly (none)
4. Special Orders: Annual Reports
CONSENT CALENDAR:
 - a. Committee on Academic Personnel (AS/SCP/1747)
5. Reports of Special Committees (none)
6. Reports of Standing Committees
 - a. Committee on Faculty Welfare
 - i. Report: Update on Faculty Salaries (AS/SCP/1748)
 - b. Committee on International Education
 - i. Amendment to Bylaw 13.22 (AS/SCP/1749)
 - c. Committee on Planning and Budget
 - i. Oral Report
 - a. Faculty Initiated Group Hire program
 - b. Internationalization
 - c. Other Projects - Summer Session, Impaction, Silicon Valley
 - d. Committee on Research
 - i. Oral Report on Composite Benefit Rate Proposal
7. Report of the Student Union Assembly Chair
8. Report of the Graduate Student Association President
9. Petitions of Students (none)
10. Unfinished Business (none)
11. University and Faculty Welfare
12. New Business

February 13, 2014

Academic Senate
Santa Cruz Division

Dear Colleagues:

The Winter meeting of the Academic Senate will be held on Wednesday, February 19, 2014, 2:30-5:00 PM at the College 9 & 10 Multipurpose Room. [Click here](#) to see the agenda.

The Annual Report of the Committee on Academic Personnel (CAP) has been transmitted to the Senate and is part of the agenda. This committee plays an important role in the continuing discussion of faculty salaries on the Santa Cruz campus, and faculty salaries will be the subject of a report from the Committee on Faculty Welfare (CFW).

Also, there is a bit of business that requires action in the Committee on International Education's amendment to increase their membership. This change is reflective of the larger issues around our efforts towards internationalization of the campus.

Looking forward to seeing you on the 19th!

Sincerely,

A handwritten signature in cursive script that reads "Joseph F. Konopelski". The signature is written in black ink and is positioned above the typed name.

Joe Konopelski, Chair
Academic Senate
Santa Cruz Division

SUBMISSION OF PROPOSED CORRECTIONS TO THE MINUTES
February 19, 2014 Senate Meeting

The draft minutes from the November 15, 2013 Senate meeting were distributed via email on February 12, 2014 and will be presented for approval at the Senate Meeting on February 19, 2014. After being approved, these minutes will be posted on the Senate web site (<http://senate.ucsc.edu/senate-meetings/agendas-minutes/index.html>).

Senators are asked to submit any proposed corrections or changes to these draft minutes to the Senate Office in advance of the next meeting, via EMAIL or in WRITING. All proposed changes will be compiled in standardized format into a single list for display at the next meeting.

This approach gives Senators an opportunity to read and review changes before being asked to vote on them, provides the Senate staff and the Secretary time to resolve any questions or inconsistencies that may arise, and minimizes time spent on routine matters during meetings. While proposed changes may be checked for consistency, they will not be altered without the proposer's approval. This approach complements, but does not limit in any way, the right of every Senator to propose further changes from the floor of the meeting.

To assist the Senate staff, proposed changes should specify:

1. The location of the proposed change (e.g., item, page, paragraph, sentence);
2. The exact wording of existing text to be modified or deleted;
3. The exact wording of replacement or additional text to be inserted;
4. The reason for the change if not obvious. (optional)

Please submit all proposed changes to arrive in the Senate Office **no later than 12:00 noon, Tuesday, February 18, 2014**. They should be addressed to the Secretary, c/o Academic Senate Office, 125 Kerr Hall or via email to senate@ucsc.edu.

Junko Ito, Secretary
Academic Senate
Santa Cruz Division

February 12, 2014

COMMITTEE ON ACADEMIC PERSONNEL
Annual Report, 2012-13

To Academic Senate, Santa Cruz Division:

Summary

The 2012-13 Committee on Academic Personnel (CAP):

- a) Consulted on academic personnel reviews
- b) Consulted with the Academic Personnel Office (APO) regarding future plans for online academic review
- c) Participated in an online academic review pilot program
- d) Commented on several campus and system-wide policy and protocol reviews

Duties

CAP is charged with providing senate consultation on faculty personnel cases. CAP makes recommendations to the deciding authorities, either Chancellor, Campus Provost/Executive Vice Chancellor (CP/EVC), and/or the Divisional Deans, on appointments, promotions, merit increases, and mid-career appraisals for Senate faculty, adjunct faculty, and professional researchers. CAP is not a deciding authority but issues recommendations to the Deans, the EVC and the Chancellor.

In the year 2012-13 CAP had one representative from Arts, two from Engineering, two from Humanities, two from Physical and Biological Sciences (including the Chair), and two from Social Sciences.

CAP members find their service on CAP to be very intense, time-consuming, and rewarding. Reading and discussing personnel files provide CAP members with a captivating perspective on the intellectual power and breadth of UCSC. CAP members are deeply impressed by our colleagues' distinguished scholarly achievements, their selfless and dedicated service to our campus and to their professional communities, their innovative and inspired teaching, and their creative contributions toward realizing campus diversity goals.

Workload

In 2012-13 CAP continued its established practice of meeting weekly on Thursday afternoons. The Committee had one orientation meeting in the fall, and met to review files 29 times during the academic year (8, 10, and 10 meetings, in fall, winter, and spring quarters, respectively, as well as one meeting during the summer of 2013).

CAP made recommendations this year on 235 personnel cases, 13 fewer than last year. Roughly 56% of the cases involved requests for accelerations and/or greater-than-normal salaries, which typically require more discussion than a normal merit review.

In recent years, our CAP has reduced the use of ad hoc committees, bringing our campus more in line with practices on other UC campuses. This year, six cases required ad hoc committees. Of the six ad hoc committees that were formed, five met to review promotion cases, and one to review a merit increase case. Typically CAP does not request an ad hoc committee for

midcareer reviews, advancement to Step VI, appointments, or promotion to Professor, unless there is substantial disagreement at previous levels of review. However, when there is disagreement between department and dean or there are one or more “no” votes in a department, CAP is likely to request the additional perspective of an ad hoc committee.

The number of appointment cases increased slightly since last year. In 2008-09, there were 51 (33 of which were ladder rank) appointments. In 2010-11, the number dropped precipitously to 18, only 6 of which were for ladder-rank positions. In 2011-12, CAP reviewed 40 appointment files, 17 of the 40 appointments were ladder-rank. This year, CAP reviewed 41 appointment files, 27 of the appointments were ladder-rank. The number of retention cases increased from last year, with five being reviewed in 2011-12 and eight reviewed this year. One of the retention files was for a faculty member whose file was seen twice, having had a regular merit or promotion case in the same year. CAP also reviewed two reconsideration requests.

CAP’s Recommendations Compared to Administrative Decisions

During 2012-2013 the number of cases for which the final administrative decision agreed with CAP’s recommendation declined slightly. The two concurred roughly 82% of the time (192 out of 235 completed files), down from 85% last year. Disagreements are of two major types: about rank/step and/or about salary. The overwhelming majority of cases involving a disagreement between CAP recommendations and administrative decisions are salary increments, typically in the range of ½ step.

Of the 43 disagreements, CAP disagreed with the final administrative decision about the appropriate step in nine cases. Of these nine cases, the CP/EVC, Chancellor, or Dean offered a higher step in four instances and a lower step in five instances.

The remaining 34 merit, promotion, retention, and appointment cases involved disagreements concerning salary (12 with Dean’s authority, 17 with CP/EVC’s authority, and five with Chancellor’s authority). In the Dean authority cases, CAP recommended a higher salary than was awarded in four cases and a lower salary in the remaining eight cases. Of the 12 decanal authority cases, salary disagreements occurred with the Arts Dean in five cases, with the Physical and Biological Sciences Dean in zero cases, with the Social Sciences Dean in two cases, with the Humanities Dean in three cases, and with the School of Engineering Dean in two cases. Of the 17 CP/EVC authority cases, CAP recommended a higher salary than was awarded in four cases and a lower salary in the remaining 13 cases. Finally, of the five Chancellor authority cases, CAP recommended a higher salary than was awarded in two cases and a lower salary than was awarded in three cases. CAP abstained from recommending a salary in six cases.

Case Flow, Ad Hoc Committees

Our campus continued to make progress this year in timely submission of personnel files to CAP. CAP’s workflow was typical of prior years. CAP members thank the Academic Personnel Office (APO) and the Divisional Personnel Coordinators for their effective reminders to departments about the deadlines and the encouragement and support they offered to help departments meet those deadlines. We are also very grateful to the departmental staff, who worked hard to put together personnel files. There were only two cases from the 2012-13 call that did not reach CAP by the end of spring quarter, and five additional cases that were not completed (due to ad hocs, requests for more information, and pending authority decisions) that were carried over to 2013-14. This is up from the three cases from the 2011-12 call that were

carried over to 2012-13.

Despite some myths on the campus, delays in the review of files are rarely due to CAP. With expert assistance from APO and the divisional coordinators, CAP's process involves roughly a two-week turnaround from receipt of a file to submission of a recommendation letter to the staff handling the next step of review. Typically CAP takes one week to read, discuss, and vote on a file, and another week to allow CAP members to review a draft letter. The only exceptions are when an unusually large number of files come in at one time, in which case some files are delayed, usually no more than one week, or when a file requires further information or analysis. Pressing retention files are usually reviewed within a few days of receipt, and letters are sent immediately. Files that require an ad hoc committee are seen by CAP twice; first, these files are held by CAP for about a week to review the file and recommend names for an ad hoc committee. Then, when the ad hoc committee's letter is completed, the file is considered again using the normal two-week turnaround described above. It should be noted that CAP nominates members of these committees (typically nine nominees), but the appointment of members and supervision of the ad hoc committee review is the responsibility of the administration. In our view, APO has been very efficient in forming committees quickly and ensuring that the letters are finished and returned to CAP in a timely manner.

CAP members are indebted to the faculty members who served on ad hoc committees this year. During 2012-2013, 18 Senate members served as members of ad hoc committees. The academic personnel process cannot function without our colleagues' continued willingness to serve on ad hoc committees. Because the files that require ad hocs are also those that require external letters, these committees are formed at a very busy time of the year. CAP thanks each and every Senate member who so served and encourages other colleagues to consider agreeing to serve in the future.

Online Review Pilot

In 2012-13, CAP volunteered to participate in an online personnel review pilot project run by APO. UC Santa Cruz is moving towards an online review process that mirrors that of many UC campuses, where personnel action files are viewed online versus being viewed in hard copy. The pilot was an initial test using personnel files in the Baskin School of Engineering that were already being housed online. The pilot, which will continue through 2013-14, will enable CAP to provide feedback to APO to assist them with the creation of an online personnel review system for the UCSC campus.

Policy Issues

CAP was asked to discuss and comment on a number of policy issues throughout the year – either by the campus Senate chair, by the CP/EVC, or by the Office of the President. This year, CAP commented on the system-wide review of proposed revisions to APM 700 - Leaves of Absence (October 2012), the system-wide review of proposed new APM 430 - Visiting Scholars (October 2012), the system-wide Negotiated Salary Proposed Pilot Plan (October 2012), the system-wide review of proposed Open Access Policy (November 2012), the UCSC Faculty Salary Equity Study proposal (December 2012), the Office of Research Self Study (January 2013), UCSC Plagiarism Software License (February 2013), proposed new CAPM 500.205 - Recall of Academic Appointees (February 2013), systemwide review of proposed revised APM 241 - Faculty Administrators (May 2013), and the formal review of CAPM 514.285 - Lecturer with Security of Employment and 407.690 - Overlapping Steps (June 2013).

Shadow CAP

In the spring of 2012, procedures were drawn up for the formulation of a shadow Committee on Academic Personnel. The members and chair of this group, selected and assigned by the Committee on Committees (COC), are former members of CAP charged with reviewing the files of current serving CAP members who are on call for review. Shadow CAP members agree to serve for three consecutive years, with at least one meeting per year. This year's Shadow CAP meeting was held in May, 2013.

Retention

The loss of excellent faculty is a concern on our campus as well as across the UC system. CP/EVC Galloway follows a set of expectations (first announced by her predecessor EVC Kliger) regarding retention. CAP's goal in making recommendations on these cases is always to retain outstanding faculty, while also considering issues of equity with other faculty. The long-term goal is to improve salaries on our campus and across the UC system. The systemwide Academic Senate continues to seek remedies for the gap between UC faculty salaries and those of the "comparison eight universities."

Number of retention files considered by CAP:

2012-13 – 8 files
2011-12 – 5 files
2010-11 – 20 files
2009-10 – 19 files
2008-09 – 6 files
2007-08 – 8 files
2006-07 – 12 files
2005-06 – 10 files
2004-05 – 2 files
2003-04 – 1 file
2002-03 – 1 file

Suggestions for Improving Personnel Files

Through the years, CAP has provided suggestions on how to improve the preparation of personnel review files. This year, we started requiring that the scholarly contributions portion of the biobibliography from the previous review period be included in the file, a practice that has been part of the personnel review process at other campuses in the UC-system. This addition was a tremendous improvement to the file, making it significantly easier to analyze a candidate's achievements within the relevant time period of the review.

At the end of the year (Spring, 2013), we decided to also request a table summarizing teaching evaluation scores, effective next year (2013-2014). We found that the style and depth of the analyses of teaching performance varies tremendously between departments, and that some departments were using teaching evaluation tables very effectively to support their analyses.

In the paragraphs below we reiterate some of the advice given in previous CAP annual reports regarding the preparation of departmental letters. Over the past years, we saw evidence of careful work in preparation of files from most departments, and evidence that past CAP advice had been heeded. We thank the many faculty and staff involved in the personnel process for

their hours of work and attention to detail. At the same time, we provide below a reminder of some of the tips that may make the process easier for all involved.

Tips for Department letters:

The most effective letters do not only advocate, but should evaluate and assess strengths and weaknesses. For example, if the teaching evaluations contain a significant number of negative comments, or the rate of publication is lower than typically seen in that discipline, these issues should be addressed in the letter.

The most effective letters are concise and avoid jargon. The best letters, even for significant accelerations, are typically three to five pages long. CAP members (and other reviewers) need a concise summary of the major focus of the work, and an assessment that provides evidence for the impact of the work. Long quotes from external letters are not needed.

If a department requests more than one-step advancement they must specify the area or areas (research, teaching, and service) in which they judge the performance of the professor to be exceptional. Accelerations should be justified by a level of achievement that is clearly above the norm in all three areas: scholarship, teaching, AND service. Greater than normal salary increases and accelerations should be justified mainly based on achievements since the last merit review.

For additional tips and suggestions, please refer to one or both of the following documents:

- a) Top 12 CAP Tips for Preparing Faculty Files
- b) Top 10 Tips for Faculty Preparing Personnel Files

Both documents may be found on the CAP web page at

<http://senate.ucsc.edu/committees/cap-committee-on-academic-personnel/index.html>.

Acknowledgements

We wish to gratefully acknowledge the hard work of the exceptional staff of the Academic Senate and of the Academic Personnel Office. We are deeply indebted to Ijukan Bloom, Georgina Chang, Susan Fellows, Cecilia De La Garza, Grace Harter, Chris Imai, Leslie Marple, Linda Tursi, and especially to Senior Analyst Nancy Furber who supplied CAP with spreadsheets and statistics for this report, and Assistant Vice Chancellor Pamela Peterson. This stellar group of professionals was always available and willing to explain subtle aspects of complex policy. We are also very grateful to all of the department managers and other departmental staff for the time they invest in faculty personnel issues, and we offer special thanks to the divisional coordinators for their unfailingly hard work, often behind the scenes, on the many files they process: Kathy Beattie, Jan Cloud, Anne Callahan, Pat Gross, Gillian McGuire, Kristin Mott, and June Taylor.

Most importantly, we extend our deepest thanks to our Senate Analyst Jaden Silva-Espinoza. This was her first full year as CAP analyst and she handled the workload and complexity of the job admirably. This year, there were changes to the personnel review process and Jaden's workload with respect to CAP was higher than would be expected in any given year. She managed an astounding workload of multiple Senate committees with grace, efficiency, and readiness for the next challenge.

We have appreciated our positive working relationships with Deans Yager, Ladusaw,

Kamieniecki, Ramirez, and Koch, with Campus Provost and Executive Vice Chancellor Galloway, Chancellor Blumenthal, and Vice Provost of Academic Affairs Lee.

Finally, we once again thank all of our colleagues who have contributed to the personnel process in their departments and on ad hoc committees. The process works as well as it does only because of your hard work.

Respectfully submitted,

COMMITTEE ON ACADEMIC PERSONNEL

Alexandre Brandwajn
Carolyn Dean
Charles Hedrick
Phokion Kolaitis
Piero Madau
Armin Mester
Nirvikar Singh
Candace West
Christina Ravelo, Chair

January 23, 2014

COMMITTEE ON FACULTY WELFARE
Faculty Salary Analysis, February 2014

To Academic Senate, Santa Cruz Division:

In recent years the Committee on Faculty Welfare (CFW) has done an annual analysis of faculty salaries, comparing UCSC with other UC campuses. This year we used data from October 2012, which was the most recent data available. The database contained salary information for 6,439 faculty, from all campuses except UC San Francisco (UCSF). 1,393 were on the Business, Economics and Engineering (BEE) scale and 5046 were on the Regular scale.

Two major factors affect salaries: the rate at which individuals advance in rank and step, and the effective salary scale for each rank and step. We have not yet updated our analysis of the rate of advancement as the data are not yet available. It is likely these data will be available later in this academic year. Last year, CFW presented data showing that the rate of advancement was similar at all campuses, although UCSC had a somewhat larger share of faculty at Associate Professor, Step I, and Professor, Steps I and II. See: http://senate.ucsc.edu/committees/cfw-committee-on-faculty-welfare/faculty-salaries/cfw_update_on_faculty_salaries030813.pdf

In 2012 CFW also addressed the concern that the rate of advancement varies among departments on our campus. That analysis can be found at: http://senate.ucsc.edu/senate-meetings/agendas-minutes/2012-february-29-senate-meeting/CFW_analysis_3yrboost-scp1693.pdf)

Historically, the major difference in salaries at different UC campuses arises from the size of the average “off-scale” increment. In 2012, 85% of all faculty, including UCSC faculty, were either “off-scale” or Above Scale (*i.e.* above Professor, Step IX). “On-scale” salaries are clearly not competitive. Therefore, each campus has effectively created its own salary scale by varying the size of the off-scale salary increments. As will be shown below, on some campuses the off-scale increment can be larger than the total on-scale salary.

For many years UCSC had the lowest salaries among UC campuses. In response to a joint Administration/Senate Task Force on Salaries, in 2008-2009 the administration, in cooperation with the Committee on Academic Personnel (CAP), initiated a “Merit Boost Plan”. Our data show that this action has had a significant positive effect.

Fig. 1 below, shows the “average dollars off-scale” at each campus, plotted for three recent years. Fig. 1 is a way of representing the “effective” salary scale for each campus. For example, the data show that the average UCSC professor on the regular salary scale was \$4,150 off-scale in 2009 and \$9,200 off-scale in 2012. UCSC had the lowest salaries in 2009. In 2012 UCSC salaries are slightly higher than those at UCD and UCR.

Fig. 1. Average \$\$ Off-Scale 2009 - 2012



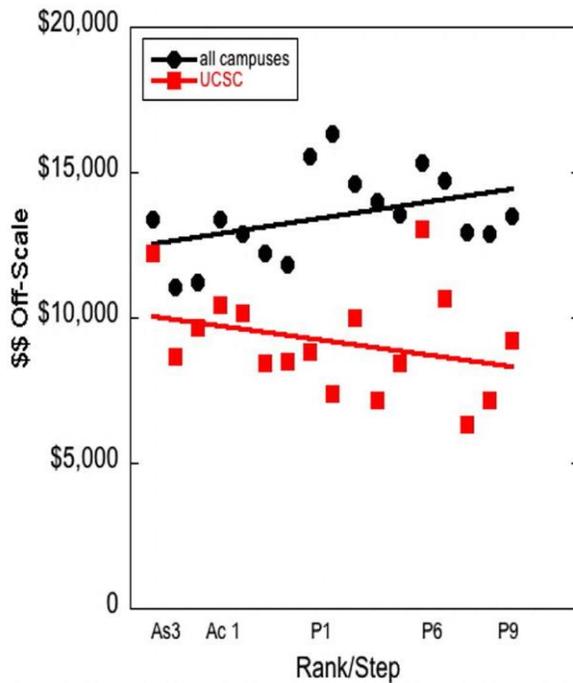
The detailed data for 2012 for faculty on the Regular Salary Scale are shown in Table 1 at the end of this report. For each rank and step, salaries were summed, and then divided by the number of faculty at that step. If we look at the average for all steps (does not include Above Scale), we find that UCSC is in a group with UC Davis (UCD), and UC Riverside (UCR). The cluster of UC Santa Barbara (UCSB), UC San Diego (UCSD), and UC Irvine (UCI), has average salaries approximately \$3,000 higher. UC Berkeley (UCB) and UC Los Angeles (UCLA) are clearly outliers, with average salaries that are \$15,000 and \$22,000 higher than UCSC, UCD and UCR.

Table 2 shows average salaries for faculty on the Business, Economics and Engineering (BEE) scale. Note that there is much variation between and across steps. This is partly caused by the relatively small sample size at some steps. Another factor is that the range of salaries among BEE faculty is much larger than the range observed in the “Regular Scale” faculty. As a hypothetical example, at campus X, there may be 10 faculty at Professor, Step I. Of these 10, one may have an on-scale salary, seven may have off-scale increments of \$10,000-\$30,000, and 2 may have off-scale increments of \$110,000.

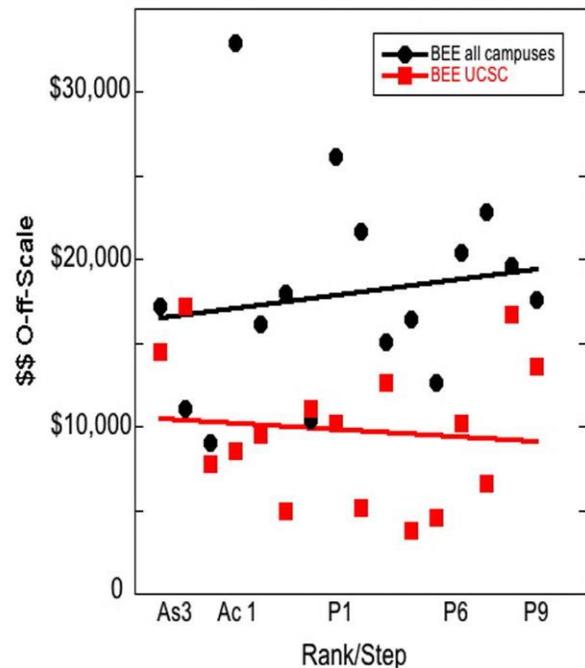
The data are noisy because at any particular step there may be 0 – 3 people with very large off-scale increments. The top 1% of faculty (Steps I-IX, not counting Above Scale) had an average off-scale increment of \$128,000. Most are in BEE departments and almost all are at UCLA or Berkeley.

It is important to remember that the differences in salaries are not explained by one campus having a larger number of senior academic stars. Many senior faculty are Above Scale (19% of all full Professors) and are not included in the data in Figs. 1 and 2. The salary differences between campuses are seen at all levels. In Fig. 2, we compared off-scale salaries at UCSC with the average for all campuses. (Left panel, Regular Scale, Right panel, BEE Scale) Note that the size of the off-scale increment is similar at all ranks and steps. The off-scale increment for an Assistant Professor (Regular Scale, average of all campuses) is approximately \$12,000 off-scale, while at the Professor VI-IX level it is only \$2,000 higher. UCSC differs from other campuses by having lower off-scale increments at the higher ranks. In other words, Assistant Professors at UCSC (Regular Scale) have salaries approximately \$2,500 below the UC average, while the difference at Professor VIII or IX is approximately \$6,500.

Fig. 2 Regular Scale



BEE Scale



Conclusions and Recommendations

Our salaries, relative to other UC campuses, have improved over the last few years and we are no longer the most poorly compensated faculty. However, the cost of living in the Santa Cruz area is very high, even compared to many other regions in California. To

retain and attract faculty we need to have an effective salary scale at least equivalent to that at UCSB, UCI and UCSD, all coastal communities like Santa Cruz.

Our major recommendation is to continue with the Merit Boost Plan. We may have to do so just to maintain our current position. We should also address the problem that our senior faculty are still receiving salaries lower than those on other UC campuses.

We need to be aware of the fact that the use of large off-scale salaries has generated substantial inequity in salaries between campuses and even between faculty at the same rank and step. The Office of the President is currently gathering data for a total remuneration study to compare the total compensation of UC faculty and the “comparison eight” universities (Harvard, MIT, Yale, Stanford, Michigan, Buffalo, Illinois, and Virginia). Because of the significantly higher salaries at UCLA and UCB, it can be difficult to immediately perceive that more than half of UC faculty receive salaries that are below the average. This fact needs to be taken into consideration when the salary data are analyzed.

Table 1 - Average Salary at Each Rank and Step, Regular Scale.

	On Scale	SC	LA	BK	SD	IR	SB	RV	DV	MC
(data from Oct 2012)										
Average Salary										
As 3	\$61,300	\$73,533	\$84,144	\$86,211	\$73,838	\$71,803	\$78,263	\$69,585	\$64,548	\$70,127
As 4	\$64,800	\$73,492	\$88,358	\$82,243	\$74,453	\$70,252	\$75,492	\$73,693	\$71,745	\$72,757
As 5	\$68,000	\$77,654	\$88,878	\$85,728	\$82,011	\$74,336	\$76,025	\$81,129	\$71,745	\$75,622
Ac 1	\$68,100	\$78,567	\$90,136	\$86,250	\$84,909	\$78,653	\$79,500	77,900	\$75,401	\$82,182
Ac 2	\$71,400	\$81,572	\$102,058	\$90,839	\$81,796	\$84,500	\$81,731	\$76,920	\$77,794	\$81,330
Ac 3	\$75,400	\$83,839	\$101,349	\$98,976	\$84,205	\$86,464	\$84,713	\$81,576	\$80,468	\$87,057
Ac 4	\$80,000	\$88,519	\$104,592	\$99,608	\$89,909	\$91,100	\$88,257	\$86,529	\$84,725	\$93,500
Prof 1	\$80,100	\$88,918	\$119,000	\$132,780	\$93,331	\$93,600	\$98,971	\$87,367	\$90,224	\$89,933
Prof 2	\$86,300	\$93,708	\$119,043	\$129,012	\$98,976	\$101,903	\$98,544	\$98,375	\$90,659	\$93,650
Prof 3	\$92,600	\$102,630	\$127,859	\$113,598	\$105,267	\$103,855	\$101,613	\$97,378	\$102,722	\$110,100
Prof 4	\$99,300	\$106,444	\$137,060	\$119,036	\$111,055	\$113,854	\$107,112	\$105,029	\$108,674	\$111,333
Prof 5	\$106,400	\$114,824	\$140,864	\$122,856	\$113,077	\$119,235	\$119,430	\$115,709	\$112,352	\$121,250
Prof 6	\$115,200	\$128,276	\$153,069	\$138,498	\$123,295	\$130,417	\$125,377	\$128,256	\$124,857	\$122,900
Prof 7	\$124,600	\$135,270	\$160,971	\$147,155	\$139,355	\$137,500	\$133,311	\$133,400	\$137,683	\$129,100
Prof 8	\$134,900	\$141,253	\$160,733	\$149,662	\$142,705	\$148,695	\$147,261	\$146,952	\$146,579	\$147,000
Prof 9	\$146,300	\$153,468	\$175,950	\$157,902	\$155,288	\$163,579	\$156,440	\$154,061	\$156,580	\$159,533
Above Scale		\$183,635	\$202,277	\$188,987	\$180,908	\$181,180	\$182,647	\$179,736	\$180,876	\$155,150
Avg of all steps		\$101,373	\$122,129	\$115,022	\$103,342	\$104,359	\$103,252	\$100,866	\$99,797	\$102,961

Table 2 - Average Salary at Each Rank and Step, Business and Engineering Scale

	On Scale	SC	LA	BK	SD	IR	SB	RV	DV	MC
(data from Oct 2012)										
Average Salary										
As 3	80500	\$95,025	\$118,057	\$105,000	\$105,110	\$91,742	\$96,789	\$85,640	\$94,170	\$88,050
As 4	84900	\$102,075	\$94,627	\$105,440	\$98,736	\$91,618	\$98,667	\$88,942	\$91,500	\$92,400
As 5	88500	\$96,300	\$105,920	\$108,680	\$94,000	\$92,920	\$98,300	\$93,133	\$91,783	\$96,700
Ac 1	86000	\$94,567	\$149,380	\$187,100	\$127,200	\$102,058	\$105,700	\$89,500	\$109,123	\$106,300
Ac 2	91800	\$101,317	\$129,187	\$122,833	\$112,350	\$102,353	\$106,000	\$99,450	\$98,628	\$99,075
Ac 3	95500	\$100,425	\$130,800	\$141,070	\$121,292	\$110,070	\$114,677	\$101,160	\$101,208	\$101,000
Ac 4	98400	\$109,533	\$140,700	\$109,355	\$101,767	\$99,950	\$111,000	\$98,400	\$108,190	\$100,000
Prof 1	98500	\$108,740	\$139,188	\$158,100	\$109,162	\$128,114	\$107,525	\$106,100	\$110,406	\$154,700
Prof 2	101400	\$106,533	\$137,133	\$138,533	\$127,553	\$107,480	\$119,367	\$112,600	\$115,583	\$142,650
Prof 3	107100	\$119,767	\$145,500	\$122,417	\$124,909	\$111,767	\$118,000	\$115,088	\$119,953	
Prof 4	113400	\$117,233	\$161,130	\$135,240	\$125,867	\$124,650	\$133,400	\$125,000	\$118,379	\$127,800
Prof 5	120100	\$124,689	\$153,392	\$131,855	\$135,359	\$129,474	\$130,960	\$129,340	\$126,438	\$133,100
Prof 6	129200	\$139,400	\$193,275	\$150,336	\$149,200	\$139,845	\$137,118	\$129,340	\$136,957	\$171,000
Prof 7	138500	\$145,100	\$201,770	\$152,100	\$156,273	\$157,429	\$148,463	\$152,525	\$145,661	\$192,950
Prof 8	148300	\$165,025	\$171,720	\$163,627	\$164,140	\$169,875	\$166,644	\$180,750	\$160,280	\$169,350
Prof 9	160300	\$173,930	\$176,845	\$177,122	\$182,124	\$188,117	\$173,860	\$185,450	\$165,526	
Above Scale		\$199,783	\$214,606	\$210,911	\$203,264	\$211,860	\$210,344	\$203,940	\$209,413	
Avg of all steps		\$123,497	\$150,778	\$142,336	\$131,665	\$127,019	\$128,048	\$123,315	\$123,718	\$126,791

Respectfully Submitted,

COMMITTEE ON FACULTY WELFARE

Noriko Aso
 Samit Dasgupta
 Michael Isaacson
 Sean Keilen
 Benjamin Read
 Roger Anderson, *ex officio*
 Barry Bowman, Chair

February 6, 2014

**COMMITTEE ON INTERNATIONAL EDUCATION
Amendment to Bylaw 13.22.1**

To the Academic Senate, Santa Cruz Division:

The Committee on International Education (CIE) proposes to augment its membership from four Santa Cruz Division members to six. This requested growth is warranted by two main factors.

First, CIE received a new name and much broader charge beginning in 2006-07 (AS/SCP/1490). This change moved CIE beyond its limited purview over the Education Abroad Program (EAP) and charged the committee with advising campus leadership on all matters relating to international education at UCSC. This wide purview was not accompanied by an increase in committee membership, and CIE is beginning to feel the strain of a small committee with a large workload.

Second, UCSC is going through a period of internationalization, in which CIE plays a key role. After nearly a decade of dormancy, our campus is now working on many fronts to improve international education, from increasing undergraduate and graduate enrollments to looking to better support faculty international travel and research. CIE cannot be representative of campus views with so few members.

Campus leadership is currently considering the creation of a new administrative position to direct international efforts for UCSC. It is currently unclear if this position would also serve as the Faculty Director for the Education Abroad Program. As the administrative structure for international education continues to develop on campus, CIE will revisit its charge and may propose to further augment its membership in response.

Current wording

Proposed wording

Current wording	Proposed wording
<p>13.22 Committee on International Education Charge</p> <p>13.22.1 There are four Santa Cruz Division members, plus the Campus Faculty Director for the Education Abroad Program (a Santa Cruz Division member appointed by the Executive Vice Chancellor) serving ex officio. In addition, there are one non-senate teaching faculty representative and no more than two student representatives. Where possible, preference in the selection of student representatives is given to former participants in the EAP.</p> <p>13.22.2 The Committee advises the Senate, the Chancellor, and the Dean/Vice Provost of Undergraduate Education on matters related to international education on the UCSC campus,</p>	<p>13.22 Committee on International Education Charge</p> <p>13.22.1 There are four <u>six</u> Santa Cruz Division members, plus the Campus Faculty Director for the Education Abroad Program (a Santa Cruz Division member appointed by the Executive Vice Chancellor) serving ex officio. In addition, there are one non-senate teaching faculty representative and no more than two student representatives. Where possible, preference in the selection of student representatives is given to former participants in the EAP.</p> <p>13.22.2 No Changes</p>

<p>including the allocation of resources for international education, and on the status and welfare of international students at UCSC. It initiates, reviews, and assists in the formulation of policies regarding international education on the UCSC campus. In consultation with CEP and the Graduate Council, it provides guidance, advice, and oversight regarding all academic matters related to international education.</p>	
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Respectfully submitted,

COMMITTEE ON INTERNATIONAL EDUCATION

Arnav Jhala

Peter Limbrick

Rasmus Winther

Joel Ferguson, *ex officio*

Ben Crow, Chair

Tony Hoffman

Egill Bjarnason, Graduate Rep, GSA

Tony Tsujisaka, Undergraduate Rep, SUA

January 30, 2014