

COMMITTEE ON FACULTY WELFARE
Faculty Salary Analysis, February 2015

To: Academic Senate, Santa Cruz Division

The Committee on Faculty Welfare (CFW) annually reviews faculty salary comparative data and recently conducted its primary analysis of faculty salaries on the most recent data available, comparing UCSC with the other UC Campuses, and data mining available information for trends and issues. The most recent data available was from October 2013. The data contained salary information on 6,961 faculty members (roughly the same as the previous year) from all campuses except UC San Francisco (UCSF). Of these faculty, 1,471 were on the Business, Economics and Engineering (BEE) scale, and 5,490 were on regular scale.

For many years, UCSC had the lowest salaries among the 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.” The stated goal was to bring UCSC to the UC median. Annual analysis by CFW over the subsequent years indicated that this action had an initial significant positive effect, but our review of the most recent data from 2013 seems to indicate a potential pause in trend, when compared to 2012 and to other UC campuses.

With on-scale salaries essentially frozen, each campus has effectively created its own salary scale by varying the size of the off-scale salary increments. Past analyses show that the off-scales are the primary source of salary discrepancies between campuses. As such, for this year’s analysis, CFW’s methodology focuses on the off-scale increments for regular (non-BEE) academic year faculty, which is about 73% of the data provided by UCOP, to gauge the overall standing of UCSC among UC campuses, as well as to identify areas of discrepancy or concern that may warrant further attention (see Figures 1-3, and Tables 1-3 in the [appendix](#); all off-scales / salaries are reported in dollars). We focus on median off-scales rather than mean off-scales to avoid the skewing effect of outliers, though the means are also plotted in all the figures. For reference, box plots of salaries (not off-scales) for the nine UC campuses, with means included, are provided in Figure 3.

In Figure 1, we compare the off-scale amounts at UCSC to our five closest campuses, leaving out UCLA and UCB as outliers on the high end, and also UCM because of its comparatively small sample size. It is, however, worth noting that both UCLA and UCB are coastal/city campuses just like UCSC, with a cost of living similar to that which we experience in Santa Cruz. But they do skew the numbers considerably higher (see Figure 3 and Tables 1-3), so we do not include those campuses in this graphic analysis.

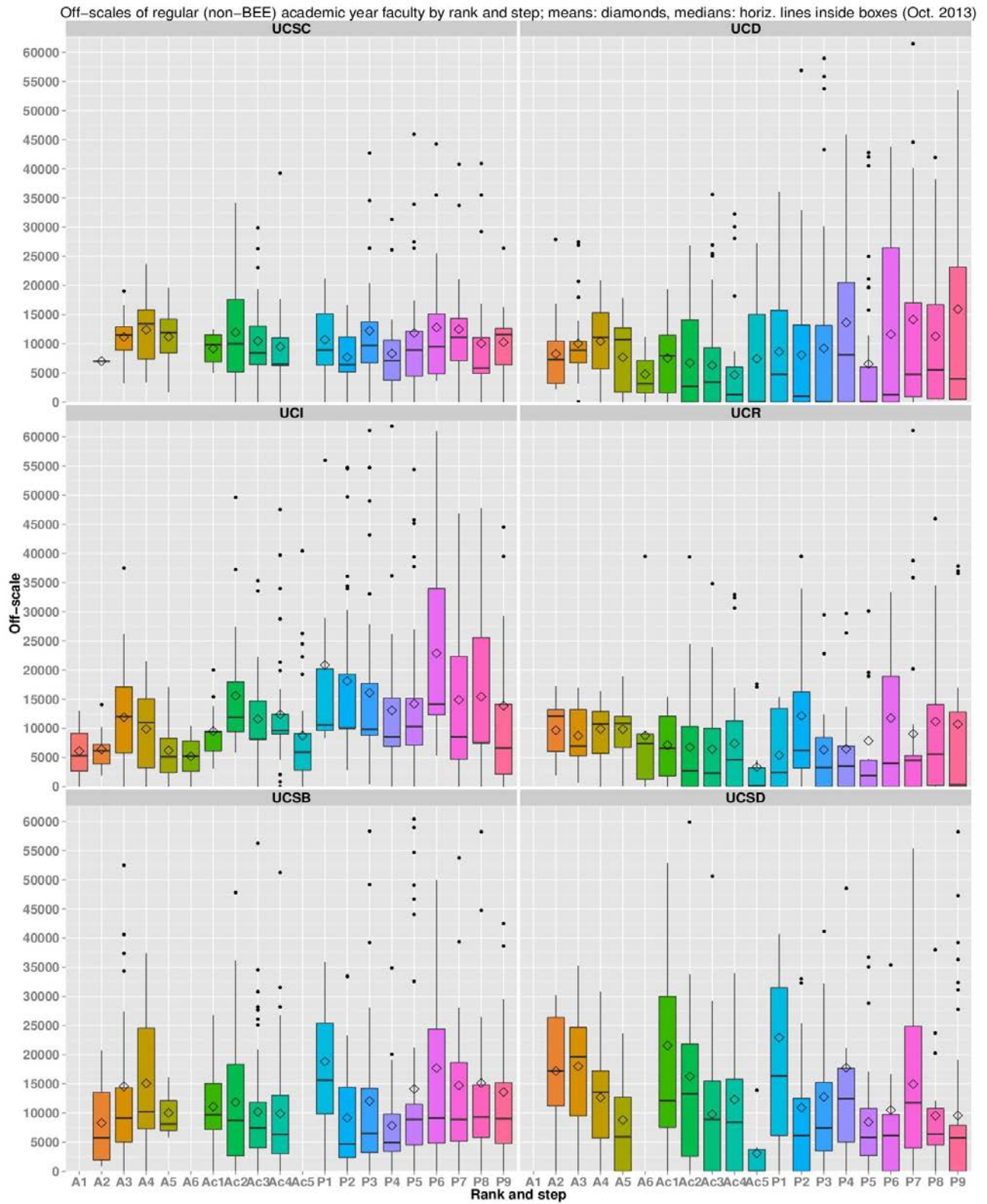


Figure 1: Box plots of off-scales for all ranks and steps at six UC campuses (UCB, UCLA, and UCM are excluded)

The most extreme outliers are omitted in all the figures so that the central bulk of the data can be more easily examined. Large differences between means (plotted as diamonds) and medians (horizontal lines inside the boxes) often indicate the implicit presence of such outliers.

Figure 2 plots the off-scales by rank and step aggregated for the nine campuses. There are no off-scales listed for Above Scale because at this level, there is no listed on-scale salary to begin with. This is why this rank has been omitted altogether in Figure 1 and Tables 1-3 in the appendix.

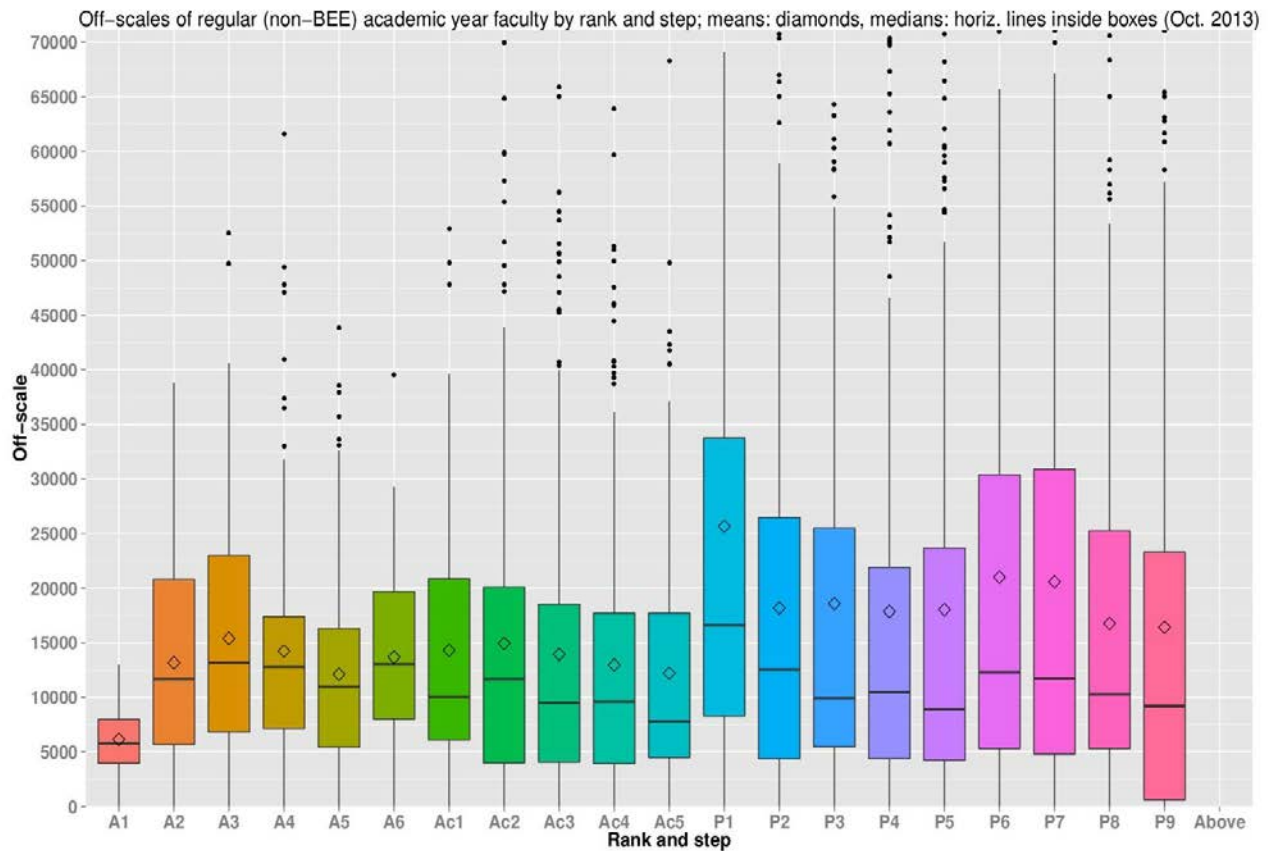


Figure 2: Box plots of off-scales for all ranks and steps (aggregated for the nine UC campuses)

As the box plots in Figure 2 show, the off-scales for all ranks are relatively flat (particularly the medians), with a larger spread in the upper tier. This is a worrisome pattern as it shows that Associate and Full Professors have not been sufficiently rewarded for their extended service and loyalty. In the case of UCSC, this likely reflects the practice of offering higher off-scale salaries during recruiting, without which the campus would struggle to hire junior faculty, especially given the local cost of living. For more senior professors to obtain additional off-scale (above merit boost), they would need to actively seek outside offers and/or request equity reviews.

Relative to the other campuses plotted in Figure 1, it is clear that UCSC still lags behind the UC median, and is just slightly above UCR and UCD. The UCSC off-scales (shown in Figure 1), and therefore the median salaries (shown in Figure 3), are just keeping pace with these other campuses, which are also implementing programs to boost salaries.

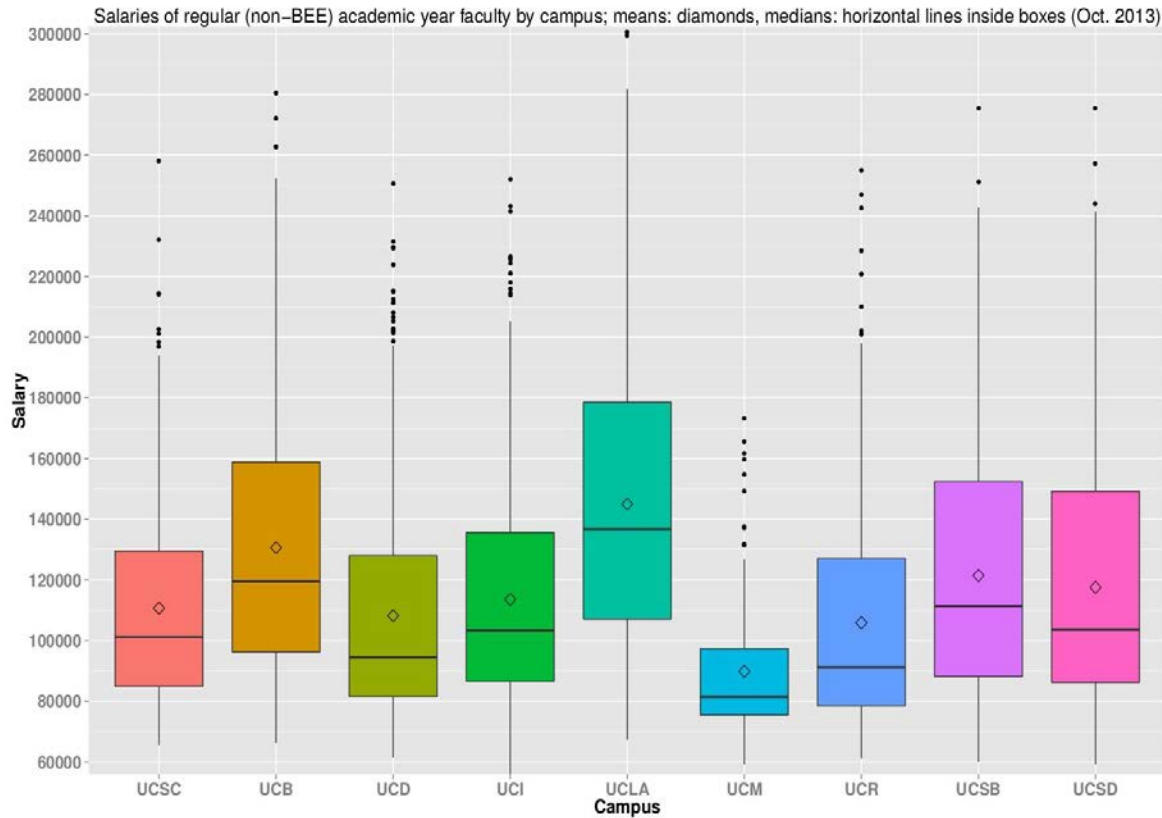


Figure 3: Box plots of salaries for the nine UC campuses (aggregated for all ranks and steps, including Above Scale)

As Figures 1 and 3 show, UCSC still lags considerably behind our most immediate comparison class, namely the coastal campuses UCI, UCSB, and UCSD. A particularly striking discrepancy in Figure 1 is the difference between the UCSC and the UCI/UCSB/UCSD off-scales in the upper tier, especially at the Professor 1 and above steps, but also at some Associate steps.

Finally, the overall UC pattern (shown in Figure 2) is that the median off-scale amounts system-wide tend to be higher immediately following a hire or a major promotion. UCSC (shown in Figure 1) is an exception with off-scales on promotion to Associate, Professor 1, and Professor 6 more or less the same as pre-promotion.

Off-scale amount is just one metric that we chose to highlight, as this is the primary source of differences in median/mean salaries from campus to campus. Accelerated rates of promotion also contribute to salary growth, but we do not have access to the appropriate data to assess this factor

for 2013. Past analyses (2012) have suggested that promotion growth (i.e., years since PhD) at UCSC is similar to that of other UC campuses.

In summary, past analyses show UCSC's Merit Boost program has noticeably raised the lower tier of campus salaries close to the system-wide means, but not the upper tier. The 2013 data, and the comparison with the previous year (2012), reaffirm this pattern; see Table 3 in the appendix, for example, which shows the differences between UCSC (first column) and UCSD (last column) at the Associate 2 through Professor 6 ranks.

Furthermore, the data (see particularly Table 3 in the appendix) seem to indicate that while UCSC salaries in 2013 are increasing relative to 2012 because of slightly larger off-scales, they are leveling off relative to our sister campuses as they institute their own programs, and standardize their individual scales through similar boost programs.

From the 2014 [Update of Total Remuneration Study for General Campus Ladder Rank Faculty \(July 30, 2014\)](#)¹, it is also clear that UCSC is losing ground to comparison campuses across the country.

We are pleased that the Merit Boost program will be continued, but recommend that stronger measures be considered, particularly at the higher ranks. During the remainder of the academic year, CFW will continue its analysis of the most recent data and will consider additional recommendations to address UCSC faculty salary issues that may be implemented in 2015-16. Departments and faculty need to be further engaged in the goals of the Merit Boost program and cognizant of the fact that department recommendations have an effect on the overall success of the program. CFW invites faculty to share their thoughts regarding this report and the Merit Boost program at the Senate meeting on February 18, 2015.

Respectfully submitted;
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February 5, 2015

¹ The study can be viewed at - http://senate.ucsc.edu/committees/cfw-committee-on-faculty-welfare/faculty-salaries/Total_Remuneration_Study_2014.pdf

Appendix A

Table 1: Median off-scales by campus and rank and step (Oct. 2012)

Rank	UCSC	UCB	UCD	UCI	UCLA	UCM	UCR	UCSB	UCSD
A1				6,200		6,200			24,500
A2	6,900	9,600	4,970	6,900	23,900	6,300	10,900	8,900	17,500
A3	12,900	28,700	9,700	10,800	17,750	10,700	7,900	12,750	14,000
A4	7,300	15,200	7,095	3,600	22,000	8,850	10,300	9,150	8,800
A5	8,750	14,700	8,390	5,250	19,100	9,300	9,050	8,050	12,500
A6		13,500	1,520	0	18,200	11,050	11,600		
Ac1	10,350	24,050	6,000	9,300	21,700	4,000	5,000	8,100	12,550
Ac2	7,450	16,100	4,890	9,700	27,600	8,950	2,000	7,850	9,600
Ac3	7,900	13,500	2,460	7,900	24,050	12,000	3,200	5,850	3,750
Ac4	6,100	16,500	810	9,400	27,800	11,400	2,600	4,200	4,400
Ac5		7,100	0	5,600	15,500	4,750	3,000		0
P1	6,400	53,300	3,710	9,400	39,900	7,800	2,400	16,050	7,300
P2	6,200	27,500	0	9,800	27,100	6,400	8,300	10,150	8,400
P3	7,400	16,550	0	8,700	28,150	17,500	200	3,400	6,000
P4	6,800	10,900	655	6,800	37,300	6,800	3,400	4,800	10,100
P5	7,850	9,300	0	6,900	27,100	11,850	1,050	8,700	4,400
P6	9,300	14,700	890	12,100	24,200	7,700	4,550	6,250	4,700
P7	8,400	16,300	5,390	8,300	29,900	4,500	4,400	7,250	11,600
P8	5,700	5,700	5,515	12,100	18,800		200	8,100	6,100
P9	6,400	5,600	410	4,850	25,950	16,000	400	7,300	600

Table 2: Median off-scales by campus and rank and step (Oct. 2013)

Rank	UCSC	UCB	UCD	UCI	UCLA	UCM	UCR	UCSB	UCSD
A1				5,300		6,300			
A2	7,000	17,000	7,275	6,150	25,400	5,750	12,100	5,700	17,200
A3	11,500	29,300	8,870	12,000	26,100	11,050	6,950	9,100	19,600
A4	13,400	25,800	11,085	11,000	19,150	10,500	10,750	10,200	13,550
A5	11,900	11,400	10,720	5,100	29,700	9,750	10,850	8,100	5,900
A6		15,900	3,150	5,200	19,700	8,700	7,400		
Ac1	9,850	30,100	7,940	9,400	24,450	7,450	6,600	9,700	12,100
Ac2	10,000	21,200	2,705	11,900	25,200	10,400	2,700	8,700	13,250
Ac3	8,400		3,390	8,100	27,100	13,100		7,400	8,900
Ac4	6,500		1,250		28,400	8,400	4,600	6,300	8,400
Ac5			0		19,400	9,700	100		0
P1	8,900	69,100	4,740	10,550	43,350	32,500	2,400	15,600	16,350

P2	6,400	27,200	1,010	10,000	30,800	8,350	6,200	4,650	6,100
P3	9,700	20,950	0		30,750	12,800	3,300		7,400
P4	7,100		8,090	8,500		6,900	3,500	4,900	12,410
P5	8,900	12,150	0	10,300	29,300	16,800	1,900	8,900	5,800
P6	9,500		1,220	14,150	30,400	7,900	4,000	9,100	6,100
P7	11,100	16,050	4,740	8,500	32,050	4,600	4,500	8,900	11,750
P8	5,800	9,900	5,500	7,500	28,000	22,100	5,550	9,300	6,350
P9	11,600	10,300	3,970	6,645	29,900	16,300	300	9,000	5,700

Table 3: Differences in median off-scales between 2013 and 2012 by campus and rank and step

Rank	UCSC	UCB	UCD	UCI	UCLA	UCM	UCR	UCSB	UCSD
A1				-900		100			
A2	100	7,400	2,305	-750	1,500	-550	1,200	-3,200	-300
A3	-1,400	600	-830	1,200	8,350	350	-950	-3,650	5,600
A4	6,100	10,600	3,990	7,400	-2,850	1,650	450	1,050	4,750
A5	3,150	-3,300	2,330	-150	10,600	450	1,800	50	-6,600
A6		2,400	1,630	5,200	1,500	-2,350	-4,200		
Ac1	-500	6,050	1,940	100	2,750	3,450	1,600	1,600	-450
Ac2	2,550	5,100	-2,185	2,200	-2,400	1,450	700	850	3,650
Ac3	500		930	200	3,050	1,100		1,550	5,150
Ac4	400		440		600	-3,000	2,000	2,100	4,000
Ac5			0		3,900	4,950	-2,900		0
P1	2,500	15,800	1,030	1,150	3,450	24,700	0	-450	9,050
P2	200	-300	1,010	200	3,700	1,950	-2,100	-5,500	-2,300
P3	2,300	4,400	0		2,600	-4,700	3,100		1,400
P4	300		7,435	1,700		100	100	100	2,310
P5	1,050	2,850	0	3,400	2,200	4,950	850	200	1,400
P6	200		330	2,050	6,200	200	-550	2,850	1,400
P7	2,700	-250	-650	200	2,150	100	100	1,650	150
P8	100	4,200	-15	-4,600	9,200		5,350	1,200	250
P9	5,200	4,700	3,560	1,795	3,950	300	-100	1,700	5,100