

Committee on Faculty Welfare Annual Report, 2015-16

To the Academic Senate, Santa Cruz Division:

The Committee on Faculty Welfare (CFW) met bi-weekly throughout the academic year; members also represented CFW on several other Senate and campus committees—the Transportation Advisory Committee (TAC), the Committee on Emeriti Relations (CER), Senate Executive Committee (SEC), and the University Committee on Faculty Welfare (UCFW).

CFW's work in 2015-16 focused attention on developments both on campus and systemwide with regards to issues affecting faculty welfare and faculty quality of life. CFW presented reports at both the winter and spring Senate meetings intended to keep faculty updated on the issues of healthcare, faculty salaries, childcare, and housing. New developments, CFW recommendations, and future committee priorities are described herein.

Healthcare

In April 2016 UCOP Human Resources announced the selection of Anthem Blue Cross, as the medical claims administrator and network provider for the following plans: UC Care, Health Savings Plan, Core, Medicare PPO, Medicare PPO without Prescription Drugs, and High Option Supplement to Medicare. In addition, behavioral health benefits for the non-Medicare plans (UC Care, Core and, Health Savings Plan) will be integrated back into the health plan under Anthem. These benefits were previously administered by Optum. The pharmacy benefits for these plans will be carved out and continue to be administered by OptumRx. The change in administration is effective January 1, 2017.

The impact of the new administration on provider networks and plan design is expected to be minimal. However, CFW will continue to monitor any new developments, and highlight the importance of employee access to both the Palo Alto Medical Foundation (PAMF) and Physicians Medical Group (PMG) local provider groups. Both of these groups currently accept a number of Anthem plans and, barring any unforeseen issues during renegotiations of contracts, this should hold for 2017-18. UC Care is continuing efforts to add an HMO option in the not too distant future, all of which CFW will continue to monitor closely in 2016-17.

Faculty Salaries

During the winter Academic Senate meeting, the Committee on Faculty Welfare reported on a [cursory analysis of campus salaries](#) across ranks relative to other UC campuses.¹ This was based on a UC wide salary database spanning the years 2010-2014. In spring, the committee carried out a more detailed analysis of a campus salary database spanning a 10 year period (2005-2015), the initial results of which are discussed below. During the spring, the chair of CFW also consulted with the chairs of CAAD and CAP on issues of salary equity.

With the quantitative analyses, CFW examined two aspects of faculty salaries; 1) overall medians across ranks and steps relative to UC, including an assessment of off-scales, as this is the primary

¹ Committee on Faculty Welfare Faculty Salary Analysis, January 29, 2016

sources of discrepancies in salaries between campuses, and 2) how off-scale salary as a function of years of service has evolved at UCSC over the last 10 years.

The purpose of examining medians and off-scales across campuses was to reevaluate the effectiveness of the Special Salary Practice or “Merit Boost Plan” initiated in 2008-09 to bring UCSC faculty salaries in line with our peer UC institutions. From Figure 1: Median Salaries for All UC Campuses, it is evident that UCSC still slightly lags UCSB, UCSD and UCI, the other coastal campuses that, historically, define our most immediate comparison class. It is also worth noting that both UCLA and UCB are also coastal/city campuses, with cost of living similar to Santa Cruz, but with medians much higher than UCSC.

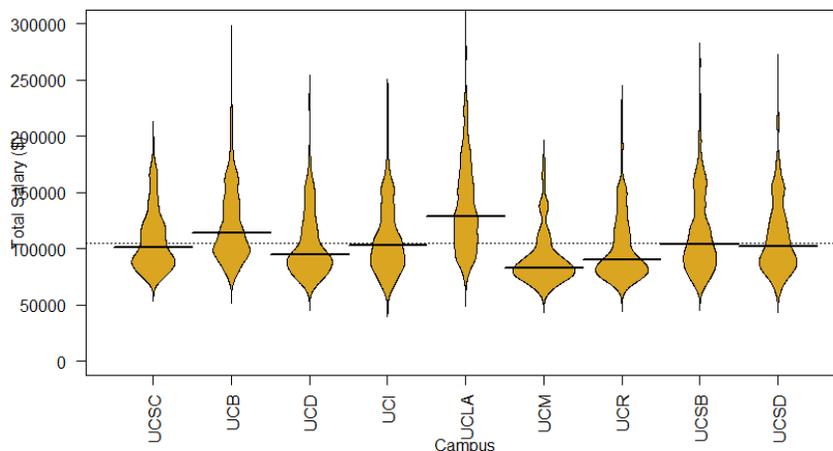


Figure 1: Median Salaries for All UC Campuses (2014). Solid lines show the median salary for each campus and the dotted line represents the median value for all ranks together.

In Figure 2, we compare the off-scale amounts at UCSC to the five closest campuses. To avoid skewing the results, we exclude UCLA and UCB as outliers on the high end, and also UCM because of its comparatively small sample size.

At the Assistant Professor rank, the UCSC median off-scale is comparable to UCI, but significantly behind those of UCSB and UCSD (the differences with UCSD are most significant at steps 2, 3, and 4). Compared to the off-scales for all ranks and steps (aggregated for the nine UC campuses) shown in Figure 3, our medians are below at several steps, Assistant Professor level 2 having one of the largest discrepancies (UCSC = \$12,050, UCSB = \$13,355, UCSD = \$21,300). This is of special note as this is the introductory level for most new hires; few are made at Assistant Professor 1.

At the Associate Professor ranks, UCSC off-scales lag behind UCI, UCSB, and UCSD, with the largest discrepancy at Associate Professor step 1 (UCSC = \$6,650, UCI = \$9,700, UCSB = \$10,100, UCSD = \$16,450). This pattern holds in comparison with the system-wide median.

At the Professor rank, UCSC median off-scales are between \$5K and \$10K lower than UCSB and UCSD -- see, for instance, the differences in off-scales for steps 1, 2, and 6.

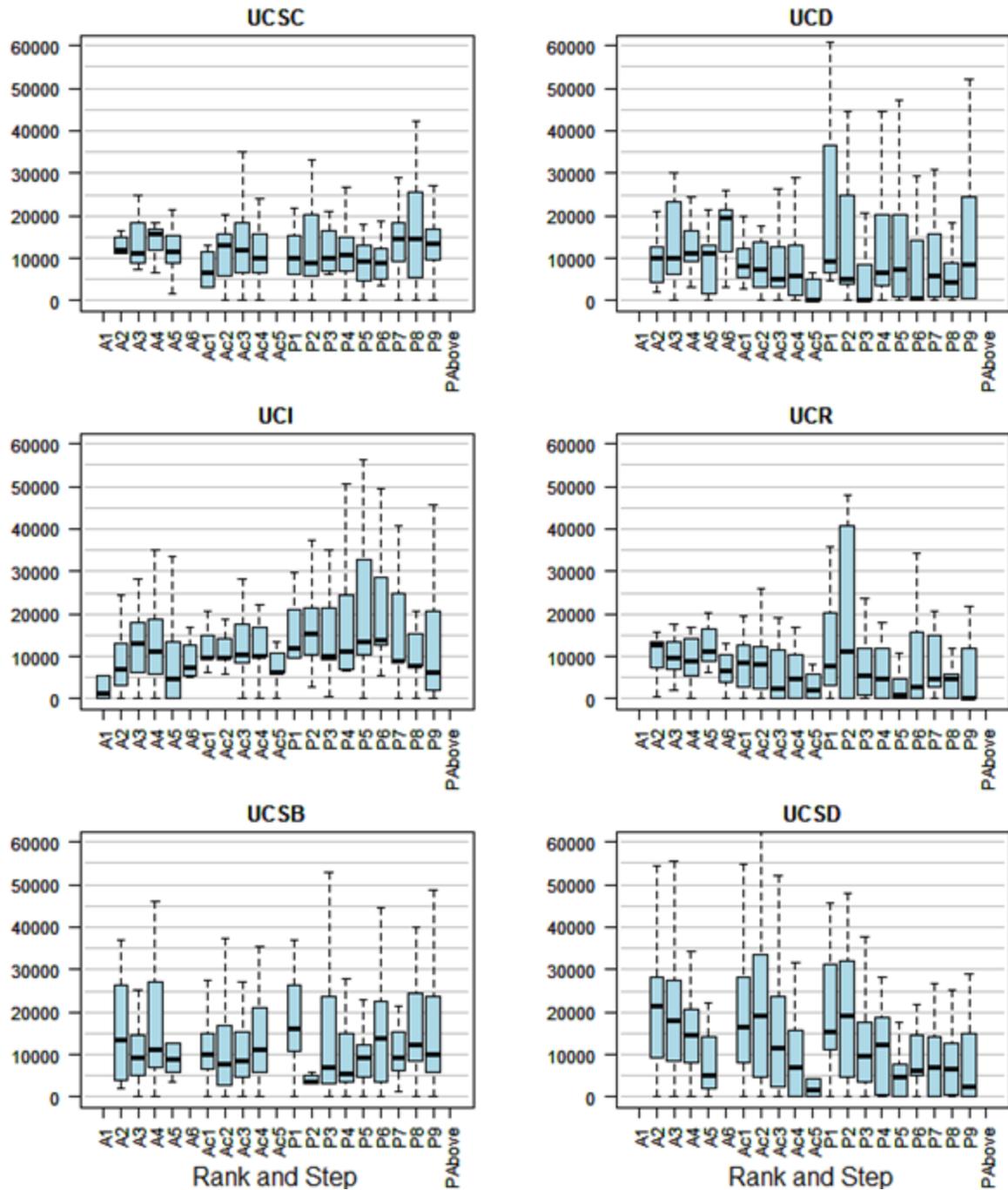


Figure 2: Boxplots of off-scales for all ranks and steps at six UC campuses (UCB, UCLA, and UCM are excluded)

The median off-scale amounts aggregated across all 9 campuses are shown in figure 3. Here the overall median values are relatively flat, but with greater spread in the higher ranks. In comparing these values with those for UCSC from Figure 2 the difference in these higher ranks is clear: the

UCSC values remain flat across ranks while the overall UC trend is for larger off-scales at the higher ranks.

In summary, UCSC still lags behind the overall UC median and our immediate comparison class, the coastal campuses (UCI, UCSB, UCSD). The Merit Boost program has helped reduce discrepancies in off-scales at the Assistant professor ranks, whereas at higher ranks, off-scales have improved, but still lag behind those of comparison campuses.

The second analysis was designed to better understand salary compression on campus using historical salary data spanning 10 years at UCSC. Because the on-scales have remained constant, to maintain salary competitiveness while preserving the significance of rank and step, the off-scales have steadily increased. This has become a necessity during recruitment as the base on-scale assistant professor salaries have not been competitive for years. Indeed, in 2015 the salaries of all assistant professors with less than 7 years of service are off-scale by more than \$10k. This has contributed to moderate salary compression and inversion, particularly in the associate professor and lower full professor ranks. Similarly, retention cases are also likely contributing to compression and inversion.

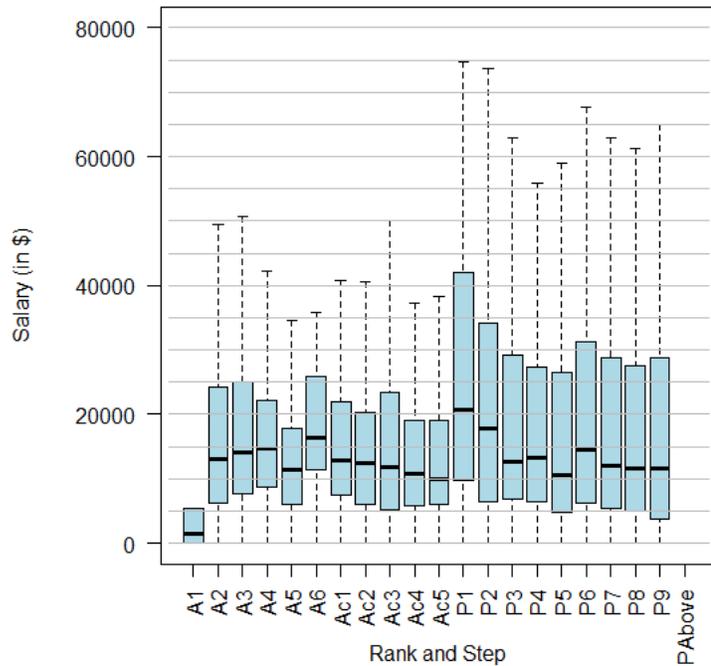


Figure 3: Box plots of off-scales for all ranks and steps in 2014 (aggregated for the nine UC campuses)

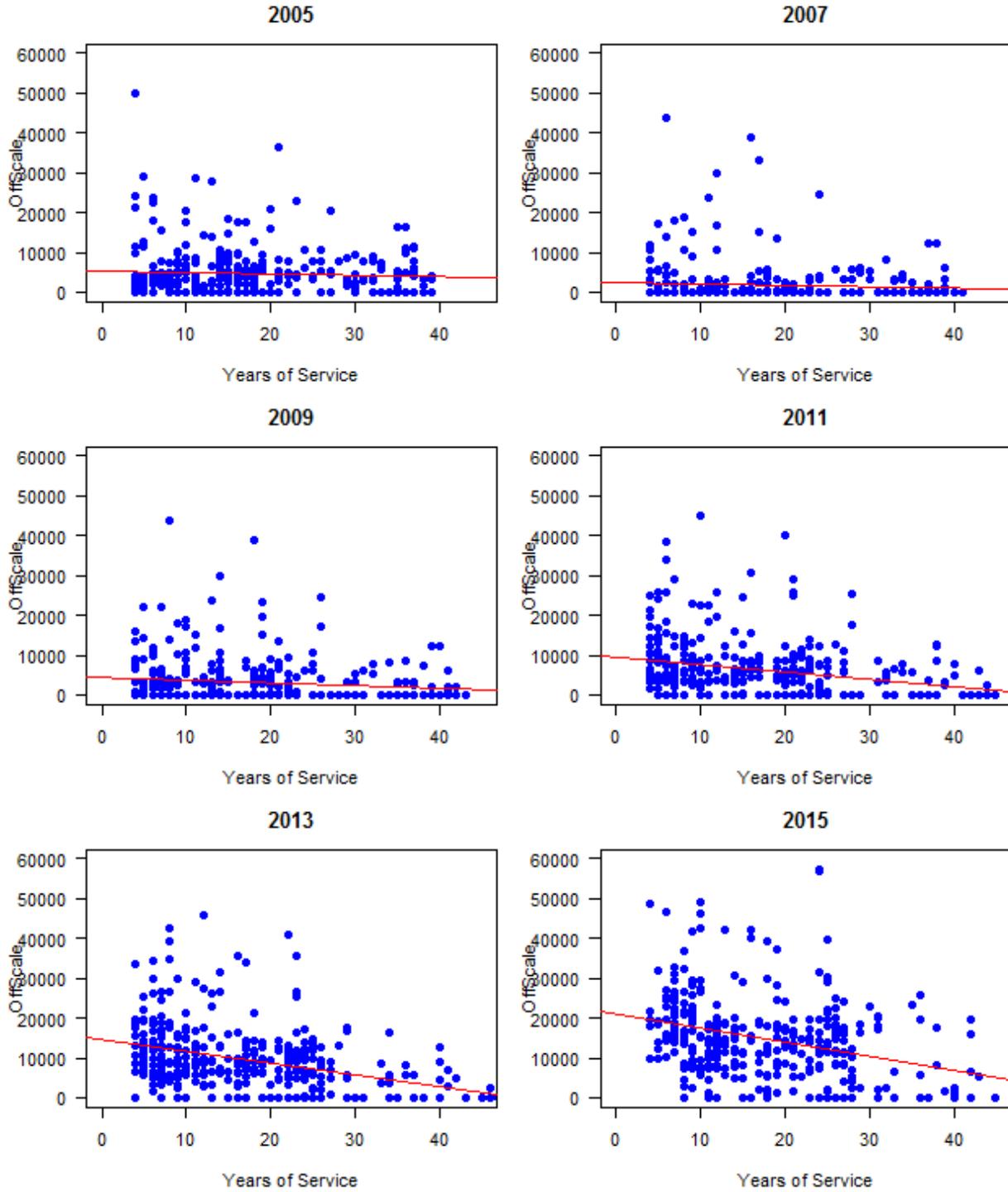


Figure 4. Off scale salary in dollars by years of service for the last 10 years, every other year plotted. The red line is a linear regression line fitted to the data.

UCSC Faculty Salary Competitiveness Report

In fall 2015, the Committee on Faculty Welfare was informed by Academic Personnel staff that the Academic Personnel Office (APO) is no longer producing its annual UCSC Salary Competitiveness Report as they no longer have access to the Office of the President's (UCOP) full salary data warehouse and because CFW does a similar salary analysis each year. To the committee's knowledge, the last Salary Competitiveness Report was drafted in 2012. In spring 2016, CFW wrote to Campus Provost and Executive Vice Chancellor (CP/EVC) Galloway and Associate Vice Chancellor (AVC) Pamela Peterson to formally request that the administration/APO resume its analysis and drafting of this critical report².

CFW has done its own faculty salary analysis using various methodologies in recent years. However, these Senate reports and analysis are intended to accompany or augment the administration's analysis, not replace it entirely. Administrative analysis of faculty salaries and the comparison of UCSC salaries to our sister campuses is absolutely critical in the periodic evaluation of the Special Salary Practice or "Merit Boost Program," which was created in 2008 to bring the UCSC salary median up to that of the systemwide median, and should be on the routine business calendar of the Academic Personnel Office. The analysis and conclusions generated by the report provide insight into whether the special salary practice is working and/or if it needs to be revised, and along with Academic Senate analysis and recommendations, will guide the administration's decision making regarding faculty salaries and overall faculty welfare on campus.

CFW's understanding is that the former APO Faculty Salary Competitiveness Report was based on UCOP data that is no longer be available. However, the data that CFW was able to obtain this past year appears to be sufficiently detailed to evaluate various metrics including salary and promotion growth, compression and inversion, and overall salary median comparisons with sister campuses. In the interest of shared governance, it seems appropriate that both the administration and the Senate continue to perform an analysis of UCSC faculty salaries each year so that we may collaborate together to ensure and protect the overall welfare of our faculty. CFW requested that the administration/APO resume it's drafting of the UCSC Salary Competitiveness Report in 2016-17.

In response to this request, on August 19, 2016, CFW was informed by Associate Vice Chancellor Pamela Peterson that the APO will produce a new version of the annual faculty salary competitiveness report using available data³. The first report is expected to be completed by the end of September 2016.

UCOP New Building Funding Model

During consultations in 2015-16 with CP/EVC Alison Galloway (April 14, 2016) and Vice Chancellor of Business and Administrative Services (VCBS) Sarah Latham (May 26, 2016), CFW was pleased to hear that the mandate to increase enrollment and accept additional students in fall 2016-17 has sparked UCOP interest in the development of alternative funding models for UC building projects - notably partnership with third party developers and the possibility of systemwide building contracts. CP/EVC Galloway reported that the Office of the President

² Zachos to Galloway and Peterson, 6/09/16, Re: Administrative/APO Annual Faculty Salary Competitiveness Report

³ Peterson to Zachos, 8/19/16, Re: Annual Faculty Salary Competitiveness Report

(UCOP) will now allow campuses to go out to bid for several projects at a time to encourage contractors (vetted by the President) to bid for more years of continuous building, and allow the campus to move forward with several projects at a time. One of the challenges of building an employee child care center and faculty housing in the past has been the limited debt capacity and the limit of the campus working on one project at a time. The new model could potentially enable the campus to quickly expand student housing, while also providing an opportunity to enlarge the existing student child care center to include employee child care, and possibly initiate the second phase of Ranch View Terrace employee housing (RVT2) within the campus's debt capacity. This year, CFW strongly recommended that UC Santa Cruz take advantage of this new opportunity, which would serve multiple campus constituents and strengthen the mission of the campus using a multi-pronged approach.

As discussed in several consultations with campus administrators in the past, enlarging the current student child care center appears to be the best and most viable option for UCSC employee child care. Assuming expanding the footprint of the existing center is feasible, CFW feels that the costs of this option should be explored, as it may cost less than constructing a new building. However, before appropriating additional funds to explore another child care option, it must be clear that the ability to piggy-back projects other than those that increase bed space onto other projects is permissible under the new financing and construction model. CFW representatives are planning to meet with VCBAS Latham periodically during the summer as the details for this new building model are being solidified by a committee of which VCBAS Latham is a member at the Office of the President. It is of the utmost importance to CFW, that UCSC have a clear understanding of what is allowable under this new building model, and that employee childcare and housing needs are included as construction plans based on this model are developed. CFW will continue to consult with VCBAS Latham, and the next CP/EVC to ensure that employee child care and faculty housing remain a priority for our campus, and that CFW/Senate involvement occur at the beginning stages of development.

Child Care

CFW focused much attention in 2015-16 to the topic of child care. UC Santa Cruz continues to be the only UC campus that does not offer a child care program for faculty and staff, which is a concern given the new cohort of junior faculty expected in the next 7-10 years due to increased rates of retirement turnover and rebenching FTE. There is a long documented history of employee child care at UCSC and recommendations for moving forward which have not yet materialized. This history may be found in the [February 3, 2015 CFW Senate Report](#).⁴ Members agree that employee child care would contribute to recruitment and retention, and could potentially help address equity concerns on our campus, particularly in a climate of continuing deterioration of UCSC faculty total remuneration and the rising cost of living in Santa Cruz.

At the winter Academic Senate meeting on February 12, 2016, CFW reported that the UC matching grant offer by UCOP as authorized by President Atkinson in 2001, providing up to \$1.25 million as a matching one time allocation for creating a dedicated child care facility for each campus is still available. In April 2015, CP/EVC Galloway consulted with CFW on child care and stated an intention of taking the remaining \$730k of the original campus funds set aside for child care and

⁴ Committee on Faculty Welfare, A Brief History of Employee Child Care at UCSC and Recommendations for Moving Forward, February 4, 2015

using it to build a pool in order to take advantage of the UCOP matching funds offer. CP/EVC Galloway estimated that once established, it would take roughly \$250k/year to run an employee child care facility and noted that she was prepared to provide this support. As a response in its post consultation memo to the CP/EVC⁵, CFW agreed with this plan and recommended that starting in 2015-16, \$250k be added to this child care pool each year in order to build the pool and take advantage of the UCOP funds available to secure employee child care facilities. The committee unfortunately did not receive a response to this recommendation.

At the end of academic year 2014-15, CP/EVC Allison Galloway informed CFW that she had appointed Vice Chancellor of Business and Administrative Services (VCBAS) Sarah Latham as the campus point person for Child Care. However, in a later consultation with VCBAS Latham on November 19, 2015, VCBAS Latham clarified that she is not a campus point person for childcare, but that she had been charged with the single task of managing a committee of staff in May 2015 in the form of a Faculty and Staff Child Care Services Model Analysis Team that was charged with providing a technical analysis of two models for providing access to child care for UCSC campus faculty and staff: 1) a reimbursement model analysis and, 2) a contract-for-service model. Latham informed CFW that once the committee had completed its work, her charge and role regarding child care was complete.

The results from the Child Care Services Model Analysis Team were provided to the Academic Senate in October 2015 for review and comment. In its formal response to the Faculty and Staff Child Care Services Model Analysis Team report, the committee recommended that an on-campus center be pursued, but would support securing off-campus options if an on-campus site was deemed cost prohibitive. The committee further noted its concern that the analysis team did not contain a faculty representative, and recommended that all future analysis and deliberations regarding employee child care include both Senate and “at large” faculty representation so that the final decision may be made with full consideration of the needs and benefits of all campus constituents.

CFW was originally pleased to see the administration taking active steps towards securing child care for campus employees. However, the committee raised concerns about the analysis team report findings not being further pursued due to liability concerns, an apparent lack of resources, and a lack of will attributed to child care not being on the official list of campus priorities. These concerns were later confirmed during the consultation with CP/EVC Galloway on April 14, 2016. In the winter and spring quarters, CFW considered how it could change its strategic direction to encourage the campus to move forward with securing employee childcare for current employees and the incoming new faculty cohort. With news of the UCOP new building funding model, CFW has committed to being pro-active in the finalizing of new building funding model details at UCOP by requesting that VCBAS Latham (who is representing the UCSC campus during these UCOP discussions) meet with representatives from CFW and perhaps other Senate committees during summer 2016. CFW’s goal is to ensure that the option to include projects other than those that increase beds on campus is included in the final roll out of the new building funding plan. Committee members agree that utilizing the new building model, along with the UCOP matching grant, is realistically the best way to move forward with securing an employee child care facility under the current debt capacity. CFW looks to next year’s committee to determine how to

⁵ Zachos to Galloway, Re: CFW 4/02/15 Post Consultation, May 14, 2015

collaborate with other Senate committees to make employee child care an established priority for the campus.

Housing

In 2015-16, CFW focused on three main questions with regard to housing:

- 1) How can the campus start building Ranch View Terrace Phase II?
- 2) How does College Housing and Educational Services (CHES) establish the Housing program percent increase?
- 3) How can the campus assist faculty partners in finding local employment?

With low turnover, rising costs of living in Santa Cruz, and a large expected new faculty cohort in the next 7-10 years, this year CFW determined that increasing employee housing inventory was essential. The committee further determined that the easiest way to do so would be to move forward with the plans to build the second phase of Ranch View Terrace (RVT2). The main challenge for building RVT2 is finding the capital to start building. CFW will pursue the UCOP new building funding model aggressively in summer 2016 and academic year 2016-17, with the hope that the new funding model will enable the campus to break ground on RVT2 in the next 2-3 years.

This year the CFW Housing Subcommittee had several productive consultations and discussions with Colleges, Housing, and Educational Services (CHES) staff and worked directly with Steve Houser, Director of Capital Planning and Employee Housing to improve the transparency of the Re-Pricing program and clarify the need for Re-Pricing increases in the annual UCSC Employee Housing Re-Pricing Program Recommendation packets. As a result of these collaborative discussions, CFW was pleased to find that this year's proposal included additional graphs on program inventory and revenue, and housing costs vs. new hire monthly income that will assist all levels of review of this proposal. However, the committee noted that the factors used to determine the need and level of an increase were still not clearly stated in the recommendation.

Last year, CFW questioned the formula used to calculate proposed percent increases and were informed by Director Houser that there was not a clear cut formula, but that many factors and trends affect the need for an increase. This year, CFW recommended approval of the 2016-2017 proposed increase (~1.5%), which is in line with the current Consumer Price Index (CPI) and program expenses, but requested that a spreadsheet be included in future Re-Pricing program recommendation packets that lists all possible factors (such as hiring trends, waitlists, unsold units, construction costs, housing dues, etc.) ranked by weight for each year, and includes a brief explanation for why they are important. Although this year's proposal increase was modest, members agreed that inclusion of this spreadsheet would have shed light on how the percent increase was determined and would have greatly assisted reviewers in the assessment of this proposal. Also, for a more realistic market comparison, CFW recommended in its formal response, that homes within a 10 mile radius of campus be included in computing the median home price, not just the upper West Side.

The Housing Re-Pricing Program Recommendation for 2016-17 emphasized the use of Low Interest Option Supplemental Home Loan Program (LIO-SHLP) loans to increase unit turnover and assist faculty in purchasing homes off campus. Although this may have been a realistic solution in the early days of the program, the LIO-SHLP program is now rarely used for reasons

that remain unclear, and so listing this as a viable “solution” is somewhat of a misrepresentation. With the large new faculty cohort that is expected in the next 7-10 years, CFW’s response to the CP/EVC emphasized not only the need to increase campus housing inventory (e.g. break ground on Ranch View Terrace II), but the need for the CHES to consider additional ways to encourage unit turnover other than the LIO-SHLP program.

CFW sincerely appreciates Director Houser and the Faculty and Staff Housing Office’s willingness to work with the committee in recent years to improve the Housing Re-pricing Program Recommendation process and increase the overall transparency of the program. The committee looks forward to future collaboration with Director Houser and CHES.

On-campus housing is an important asset for attracting and retaining exceptional faculty, enhancing overall faculty welfare, and ensuring a high quality of life. Considering the recent increases in off-campus housing prices, sufficient housing inventory needs to be maintained if we hope to remain a vibrant research and teaching community. Current campus housing waitlists are getting longer, suggesting that the present inventory is may not be adequate so the campus must develop a plan to increase our housing inventory (i.e. RVT 2). CFW will continue to assess the housing program, and provide recommendations as required.

Partner Hire Resources

In 2015-16, CFW identified partner employment as an issue that could have a significant positive impact on household incomes and improve the recruitment and retention of faculty on the UCSC campus; however, there is currently little help on campus in this regard. With the goal of increasing spousal/partner employment and increasing the confidence of prospective faculty in relocating their families to Santa Cruz, CFW sent a program proposal to the CP/EVC for the creation of a list of UCSC faculty and their partners, who can provide general information regarding the local job market in varying fields of expertise. The committee recommended that this list be broadened to include contacts from across the divisions so that it may be used as a campus wide resource, and a tool for recruitment and retention. Further, the committee recommended this tool to be a centrally supported and managed resource in order to preserve its longevity and increase accessibility and usage across the divisions. Unfortunately, the committee has not yet received an official response to the proposal from the CP/EVC.

Retirement

A major change in the retirement benefit has been enacted as part of the 2015-2016 Budget agreement between the University, the Governor, and the Legislature. In return for a \$436 million contribution to the University of California Retirement Plan (UCRP) over the next three years, the University was required to implement a new pension tier within UCRP for employees hired on or after July 1, 2016. To save costs, the pension would have a cap on the amount of covered compensation (CCL) that can be used in calculating retirement income that matches the State retirement plans Public Employees’ Pension Reform Act (PEPRA) legislation (\$117,020). Despite serious concerns raised by the Academic Senate about the impact on recruitment and retention of quality faculty, UCOP accepted the agreement and moved forward with designing and implementing the third tier retirement plan.

The impact of the capped retirement plan will be significant for those future employees whose salaries rise above this cap, most of which will be faculty. To address this, President Napolitano

appointed a task force to develop options for plans that would support the University in remaining competitive enough to recruit and retain high quality employees and ensure the financial stability of UCRP. With feedback from the Academic Senate, the task force developed multiple options for retirement, two of which were selected to be implemented by July 1. The first known as Pension Choice, is a hybrid defined benefit and contribution plan, provides a defined benefit on eligible pay up to the PEPRA cap of \$117k. This is supplemented by a 401k style account that initiates on the date of hire. The investments in the pension are managed by the university, while those in the supplement are managed by the employee. The second option, Savings Choice, is more or less a 401k style plan with mandatory contributions matched by UC accumulating in a tax-deferred retirement account managed by the employee. The employee (7%) and university (8%) contributions to each plan are essentially the same. However, an additional 5% is contributed by the university to the supplement DC in Pension choice at the date of hire. This was provided to bring the benefit value closer to that of the Tier 2 retirement plan.

Choice of plans depends on a number of factors, but for most UC ladder rank faculty, Pension choice is the recommended option because of the reduced risk. There are clear rules about the ability to switch from one plan to the other that employees need to be aware of. Given the importance of such a choice, over the spring UCFW worked with HR to develop tutorials on the plans and factors to consider in selecting an option. The tutorials and guides can be found on the HR retirement benefits website. There are also consultants that can be contacted by email or phone to discuss the options.

The long-term impact of the changes in the retirement benefits on the quality of faculty at UC campuses is of great concern. The overall values of the new plans depends largely on the starting salary, rate of increase, and years of service. With optimistic assumptions of a 7.25% rate of return on the supplemental DC investments, and conversion to a fixed annuity of 4.75% at retirement, at 30 years of service the income replaced generally falls below that of the Tier 2 plan. Obviously, the income replaced could be higher or lower depending on market performance. However, the higher the salary, the larger the discrepancy. For those who reach the PEPRA cap quickly, that is highly meritorious faculty, the retirement benefit justification to remain at UC is diminished. In the worse cases, a reduced benefit will effectively lower the total remuneration for faculty, and thus have to be compensated for with higher salaries in order to compete for outstanding faculty. Some campuses, UC Los Angeles and UC Berkeley for example, might have sufficient resources (i.e. large endowments) to offer competitive salaries with larger off scales, whereas campuses such as UC Santa Cruz will be limited. Without the resources to provide a substantial boost in base salaries, it is likely that UCSC's ability to competitively hire and retain faculty will be disproportionately compromised by the reduction in retirement benefits. Further, with the 30% expected retirement and new faculty cohort in the next 7-10 years, CFW is concerned how an overall lower total remuneration for our campus will impact our ability to competitively hire the top faculty. The campus will need to consider how other benefits might help offset the reduction in retirement. These are issues CFW will need to continue to monitor and address next year and well into the future.

Transportation and Parking

In fall 2015, the Advisory Committee on Campus Transportation and Parking (ACCTP) was created to review policies, plans, capital improvement projects, transportation, parking, and

circulation programs and services for the UCSC main campus, 2300 Delaware Avenue, and the Coastal Science Campus. The primary objective of the committee is to recommend a sustainable funding model that ensures adequate support of programs, services, and infrastructure to provide access to campus-owned facilities.⁶ The committee advises on annual updates to the 10-Year Parking Plan and 5-Year Transit Plan, and associated fees and fare proposals. Committee membership, headed by VCBAS Sarah Lathan, includes Senate faculty representatives from CFW, the Committee on Planning and Budget (CPB), and a faculty member at-large. CFW participation on this committee has greatly enhanced the overall transparency of TAPS programs and the operating budget, and has assisted the committee in making more informed recommendations regarding programs, and fee and fare proposals.

During its meeting of March 31, 2016, the CFW reviewed the Transportation and Parking Services (TAPS) 3 Year Fee and Fare Proposal. CPB also reviewed the proposal and provided comments and feedback to the Chancellor. Overall, the committee was disappointed to see that little had changed from the original fare and fee increase proposed in May 2015, which was criticized by the Academic Senate and that recommendations for improvements made by the Senate were not addressed. However, in an effort to move forward and prevent further increase of the TAPS deficit, CFW approved the proposed 2016-17 fare and fee increases with a few conditions.

The committee's response raised concerns about the effects of the proposed increases (~5%/year) possibly having a negative impact on revenue and increasing the deficit. CFW recommended that the possible effects of the increases be thoroughly researched before the fare and fee increases are placed into effect. Second, the list of guiding principles generated by TAPS this year focuses solely on finances and budgetary transparency. CFW recommended that improvements be made to TAPS guiding principles to include service and welfare concerns, and that these improvements be made through an active collaboration between the ACCTP, TAPS, and CFW. The committee determined that the absence of service and employee welfare in the guiding principles negates the fact that Transportation and Parking exists to provide a service to the campus. Third, CFW's response noted that TAPS must continue to look to internal improvements to remedy and improve the unit's budget before future increases to fares and fees are proposed.

This year, the ACCTP meeting schedule extended into summer 2016. Summer meetings unfortunately clash with the research and travel schedules of many faculty, and make it difficult for faculty representatives to attend. CFW has requested that faculty schedules are taken into account when future ACCTP meeting schedules are set.

Acknowledgments

The committee would like to thank those who consulted with and/or provided information to the committee this year - Steve Houser and John Thompson (Faculty Housing), the Academic

⁶ Draft Advisory Committee on Campus Transportation and Parking (2015-16 Charge/Membership)

Personnel Office (Salary Data), VC Sarah Latham (CC), and CP/EVC Galloway.

Respectfully submitted;
COMMITTEE ON FACULTY WELFARE
Karen Bassi
Shelly Grabe
Melissa Gwyn (W)
Ted Holman
Andrew Mathews
Grant McGuire
Ricardo Sanfelice
Nina Treadwell (W, S)
Shelly Errington (*ex officio*)
James Zachos, Chair

August 31, 2016

UNIVERSITY OF CALIFORNIA, SANTA CRUZ

AS/SCP/1822

COMMITTEE ON FACULTY WELFARE
Faculty Salary Analysis, January 2016

To: Academic Senate, Santa Cruz Division

The Committee on Faculty Welfare has recently completed its annual review of faculty salary comparative data using the most recent available salary data from October 2014. The data represent 6956 faculty members of all ranks and steps across all UC campuses, excluding UC San Francisco (UCSF). Of these, 5491 faculty members were on regular scale and 1460 were on the Business, Economics, and Engineering (BEE) scale.

This report is a follow-up to previous reports that were spurred by “Merit Boost Plan” initiated in 2008-9 on the recommendation of the Administration/Senate Task Force on Salaries by the administration, in cooperation with the Committee on Academic Personnel (CAP). The goal of this plan was to bring faculty salaries to the median level for UC campuses--UCSC’s salaries had previously been among the lowest. While early analyses showed the plan to be nearing its goal, recent analyses, especially the most recent 2015 report, demonstrated a stall in salary growth relative to the other campuses. Unfortunately, the conclusion of this report is similar.

In this report we follow the path set by the previous report in analyzing overall salaries and concentrate on off-scale amounts as on-scale salaries are mostly frozen, resulting in off-scale increments as the primary source of discrepancies across campuses. Similarly, we constrict our analysis to regular scale, academic year faculty; this is 74% of the total data provided by UCOP. Below we provide four figures summarizing this data as well as four tables in [Appendix A](#). The figures and tables provide median values to avoid outlier influences.

From Figure 1 below, median salaries for all UC campuses, it is evident that UCSC still lags UC Santa Barbara (UCSB) and UC San Diego (UCSD), and is slightly behind UC Irvine (UCI), which are coastal campuses that, historically, define our most immediate comparison class. It is also worth noting that both UC Los Angeles (UCLA) and UC Berkeley (UCB) are coastal/city campuses, with cost of living similar to Santa Cruz, but with medians much higher than UCSC.

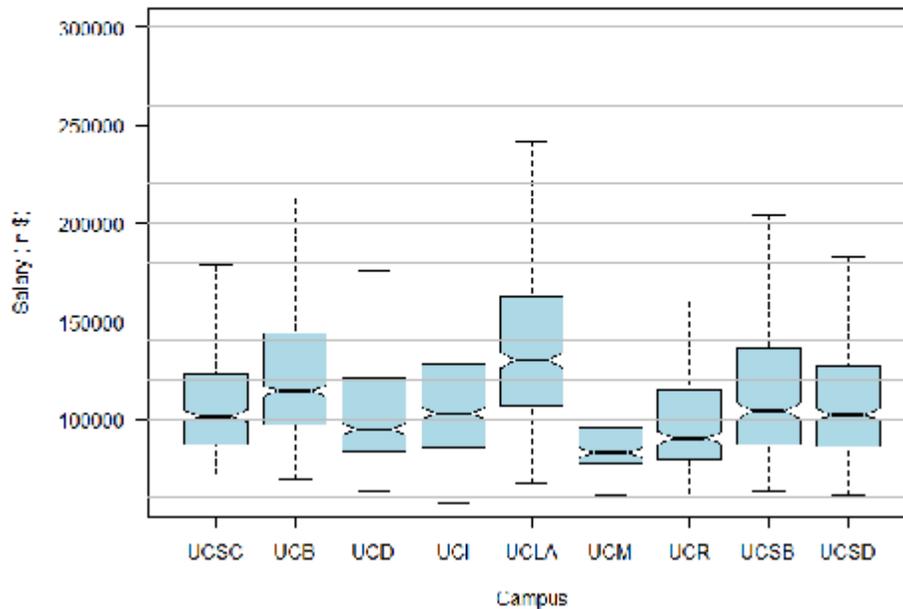


Figure 1: Box plots of 2014 salaries for the nine UC campuses (aggregated for all ranks and steps, including Above Scale). The medians are the horizontal lines inside the boxes.

In Figure 2, we compare the off-scale amounts at UCSC to our five closest campuses. To avoid skewing the numbers due to the large gap shown in Figure 1, we leave out UCLA and UCB as outliers on the high end, and also UC Merced (UCM) because of its comparatively small sample size.

At the Assistant Professor rank, the UCSC median off-scale is comparable to UCI, but significantly behind those of UCSB and UCSD (being the differences with UCSD being quite significant at steps 2, 3, and 4). Compared to the off-scales for all ranks and steps (aggregated for the nine UC campuses) shown in Figure 3, our medians are below at several steps, Assistant Professor Step 2 having one of the largest discrepancies (UCSC = \$12,050, UCSB = \$13,355, UCSD = \$21,300). This is of special note as this is the introductory level for most new hires; few are made at Assistant Professor Step 1.

UCSC off-scales at the Associate Professor ranks are starkly behind UCI, UCSB, and UCSD. Compared to the off-scale data in Figure 3, our medians are below at some steps, Associate Professor Step 1 being the one with most discrepancy (UCSC = \$6,650, UCI = \$9,700, UCSB = \$10,100, UCSD = \$16,450).

At Professor rank, the differences in off-scale between UCSC and those of the five closest campuses are also notable, as Figures 2 and 3 illustrate. When compared to the medians, depending on step, UCSC median off-scales are between \$5K and \$10K lower than UCSB and UCSD – see, for instance, the differences in off-scales for steps 1, 2, and 6 – and for some steps, more than \$30K below those at UCLA and UCB.

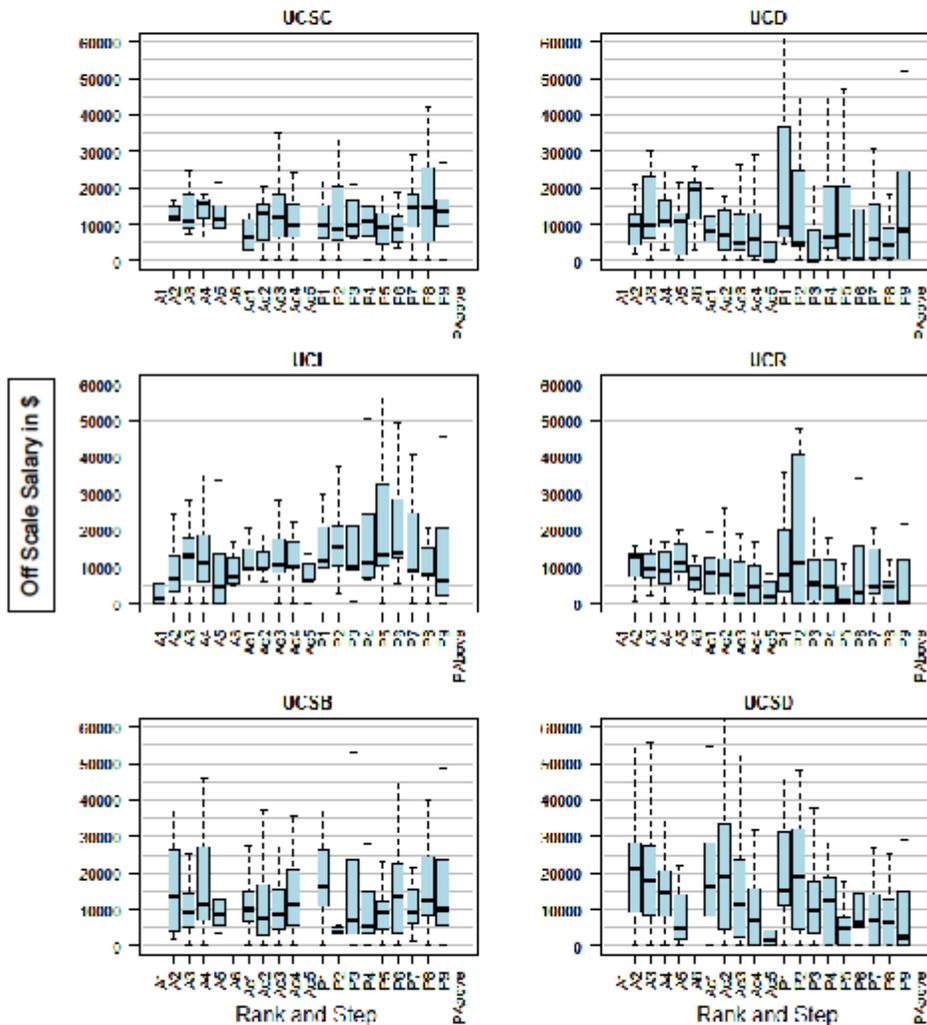


Figure 2: Boxplots of off-scales for all ranks and steps at six UC campuses (UCB, UCLA, and UCM are excluded)

Figure 3 presents the median off-scale amounts aggregated across campuses. Here the overall median values are relatively flat, but with greater spread in the higher ranks. In comparing these values with those for UCSC from Figure 2 the difference in these higher ranks is clear. The UCSC values remain flat across ranks while the overall UC trend is for larger off-scales at the higher ranks.

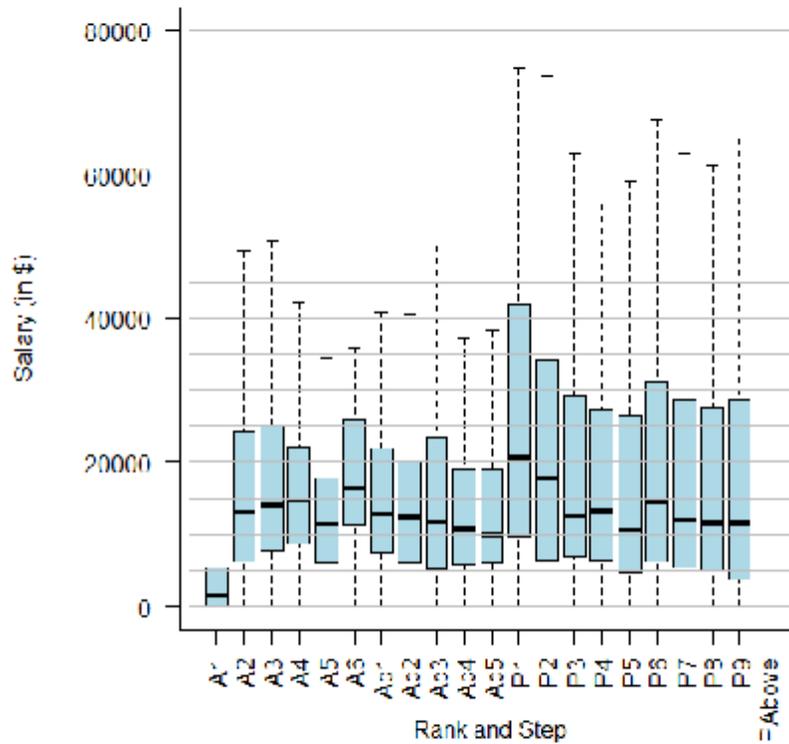


Figure 3: Box plots of off-scales for all ranks and steps in 2014 (aggregated for the nine UC campuses)

While the Merit Boost Plan has increased the overall remuneration, especially at earlier ranks, the trend across campuses is similar. Figure 4 shows the median overall salary data for the last three data periods. For each campus there has been an upward trend, UCSC included. However, the trends shown in Figure 4 suggest that it will be impossible for UCSC salaries to approach those at UCSD, UCLA, and UCB at the current “linear” rate of growth of UCSC salaries. In fact, UCSC’s salaries have remained flat compared to peer campuses, even as salaries have increased, suggesting a more aggressive salary strategy may be required.

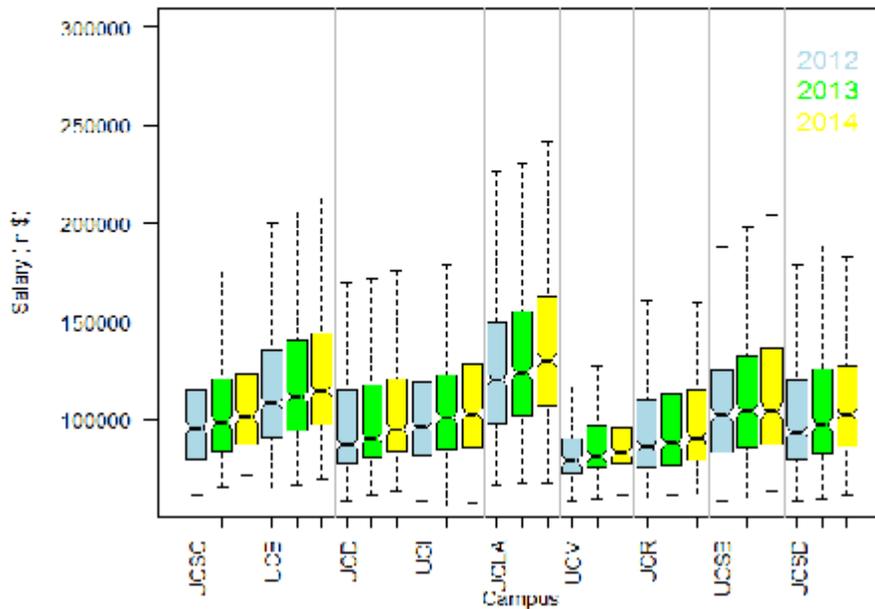


Figure 4: Box plots of median overall salary data for the last three data periods (for the nine UC campuses)

In summary, UCSC still lags behind the overall UC median and our immediate comparison class, the coastal campuses (UCI, UCSB, UCSD). While the Merit Boost program has had success in addressing discrepancies at the Assistant Professor rank, the program has been less successful at the higher ranks. Gains relative to other campuses have slowed in the last few years, likely due to other campuses initiating similar programs.

Respectfully submitted;
COMMITTEE ON FACULTY WELFARE
Shelly Grabe
Melissa Gwyn
Ted Holman
Andrew Matthews
Grant McGuire
Ricardo Sanfelice
Nina Treadwell
Shelly Errington, *ex officio*
James Zachos, Chair

January 29, 2016

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				6200		6200			24500
A2	6900	9600	4970	6900	23900	6300	10900	8900	17500
A3	12900	28700	9700	10800	17750	10700	7900	12750	14000
A4	7300	15200	7095	3600	22000	8850	10300	9150	8800
A5	8750	14700	8390	5250	19100	9300	9050	8050	12500
A6		13500	1520	0	18200	11050	11600		
Ac1	10350	24050	6000	9300	21700	4000	5000	8100	12550
Ac2	7450	16100	4890	9700	27600	8950	2000	7850	9600
Ac3	7900	13500	2460	7900	24050	12000	3200	5850	3750
Ac4	6100	16500	810	9400	27800	11400	2600	4200	4400
Ac5		7100	0	5600	15500	4750	3000		0
P1	6400	53300	3710	9400	39900	7800	2400	16050	7300
P2	6200	27500	0	9800	27100	6400	8300	10150	8400
P3	7400	16550	0	8700	28150	17500	200	3400	6000
P4	6800	10900	655	6800	37300	6800	3400	4800	10100
P5	7850	9300	0	6900	27100	11850	1050	8700	4400
P6	9300	14700	890	12100	24200	7700	4550	6250	4700
P7	8400	16300	5390	8300	29900	4500	4400	7250	11600
P8	5700	5700	5515	12100	18800		200	8100	6100
P9	6400	5600	410	4850	25950	16000	400	7300	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				5300		6300			
A2	7000	17000	7275	6150	25400	5750	12100	5700	17200
A3	11500	29300	8870	12000	26100	11050	6950	9100	19600
A4	13400	25800	11085	11000	19150	10500	10750	10200	13550
A5	11900	11400	10720	5100	29700	9750	10850	8100	5900
A6		15900	3150	5200	19700	8700	7400		
Ac1	9850	30100	7940	9400	24450	7450	6600	9700	12100
Ac2	10000	21200	2705	11900	25200	10400	2700	8700	13250
Ac3	8400	3390	8100	27100	13100	7400	8900		
Ac4	6500		1250		28400	8400	4600	6300	8400
Ac5			0		19400	9700	100		0
P1	8900	69100	4740	10550	43350	32500	2400	15600	16350
P2	6400	27200	1010	10000	30800	8350	6200	4650	6100
P3	9700	20950	0		30750	12800	3300		7400
P4	7100		8090	8500		6900	3500	4900	12410
P5	8900	12150	0	10300	29300	16800	1900	8900	5800
P6	9500		1220	14150	30400	7900	4000	9100	6100
P7	11100	16050	4740	8500	32050	4600	4500	8900	11750
P8	5800	9900	5500	7500	28000	22100	5550	9300	6350
P9	11600	10300	3970	6645	29900	16300	300	9000	5700

Table 3: Differences in median off-scales between 2014 and 2013 by campus and rank and step.

Rank	UCSC	UCB	UCD	UCI	UCLA	UCM	UCR	UCSB	UCSD
A1	0	0	0	-3900	0	-6300	0	0	0
A2	5050	5600	2673	700	1100	-50	400	7655	4100
A3	-300	900	1030	1150	0	-450	2850	300	-1600
A4	2300	-1200	156	300	6350	450	-1850	1000	1150
A5	-350	5850	479	-450	-6600	100	200	800	-750
A6	0	1450	16368	2050	12850	-1500	-800	0	0
Ac1	-3200	900	241	300	1150	-950	2050	400	4350
Ac2	3100	-5700	4498	-2200	5850	2150	5300	-1100	6050
Ac3	3500	11410	-2950	-16550	16400	3750	-6600	8700	11600
Ac4	3500	14950	4518	9900	900	150	100	4900	-1350
Ac5	0	13400	0	6100	-1200	300	2150	0	1700
P1	950	3100	4624	1250	2050	-32500	5250	500	-850
P2	2550	1700	4270	5300	6400	16250	5100	-950	13200
P3	400	7350	0	10000	950	400	2150	7000	2400
P4	3800	15750	-1489	2700	37400	2900	1100	500	-260
P5	200	2400	7296	3300	-350	500	-900	300	-1200
P6	-750	20500	-787	-375	9050	9600	-1000	4900	200
P7	3500	-3500	1161	300	-650	300	400	300	-4900
P8	8600	10800	-1333	300	5350	700	-900	3100	350
P9	1900	300	4381	-545	900	500	-100	900	-3162

Table 4: Median off-scales by campus and rank and step (Oct. 2014)

Rank	UCSC	UCB	UCD	UCI	UCLA	UCM	UCR	UCSB	UCSD
A1				1400					
A2	12050	22600	9949	6850	26500	5700	12500	13355	21300
A3	11200	30200	9900	13150	26100	10600	9800	9400	18000
A4	15700	24600	11241	11300	25500	10950	8900	11200	14700
A5	11550	17250	11200	4650	23100	9850	11050	8900	5150
A6		17350	19519	7250	32550	7200	6600		
Ac1	6650	31000	8181	9700	25600	6500	8650	10100	16450
Ac2	13100	15500	7203	9700	31050	12550	8000	7600	19300
Ac3	11900	14800	5150	10550	29500	11150	2300	8700	11600
Ac4	10000	14950	5768	9900	29300	8550	4700	11200	7050
Ac5		13400	0	6100	18200	10000	2250		1700
P1	9850	72200	9364	11800	45400		7650	16100	15500
P2	8950	28900	5281	15300	37200	24600	11300	3700	19300
P3	10100	28300	0	10000	31700	13200	5450	7000	9800
P4	10900	15750	6601	11200	37400	9800	4600	5400	12150
P5	9100	14550	7296	13600	28950	17300	1000	9200	4600
P6	8750	20500	433	13775	39450	17500	3000	14000	6300
P7	14600	12550	5901	8800	31400	4900	4900	9200	6850
P8	14400	20700	4166	7800	33350	22800	4650	12400	6700
P9	13500	10600	8351	6100	30800	16800	200	9900	2538

UNIVERSITY OF CALIFORNIA, SANTA CRUZ

AS/SCP/

COMMITTEE ON FACULTY WELFARE
A Brief History of Employee Child Care at UCSC and Recommendations for Moving Forward

To: Academic Senate, Santa Cruz Division

UCSC is the only UC campus that does not offer a child care program for faculty and staff. There is widespread consensus that child care would significantly contribute toward recruitment, retention, and help address equity concerns. Accordingly, in [2004](#), and [2009](#), the Academic Senate voted in favor of resolutions to provide more child care for faculty and staff.

In 2001, UC President Atkinson authorized up to \$1.25 million to be made available as a matching, one-time allocation for creating a dedicated child care facility for each campus (www1.ucsc.edu/currents/00-01/04-09/childcare.html). UCSC committed matching funds as part of an application for Atkinson's child care funds. UCOP accepted that proposal and made a commitment of those funds to our campus.

In the early 2000s, a limited number of faculty and staff children could enter the university's student-centered child care program. However, in 2010, faculty and staff children were no longer eligible for inclusion.

In 2011, [the Child Care Task Force \(CCTF\) issued a February 28 report](#), which recommended 1) quick-wins such as a web-based campus family resource network; 2) funding for initial development and operations; 3) an executive sponsor in our administration to coordinate and propel action; and 4) conversations with service providers to actively pursue both on-campus and off-campus options. In response to the CCTF report and further discussions with CFW, EVC Galloway agreed to set aside \$150,000 annually for five years to support faculty-staff child care development, totaling \$750,000.

In 2012-13, the university conducted informal discussions with an off-site child care facility downtown, but the arrangements were deemed unsatisfactory. There was also informal contact with the company Bright Horizons, which provides service to a number of other UC campuses. However, these UC campuses have since noted that Bright Horizons has raised its prices to the point that many faculty and staff cannot afford them.

In 2014, the UCSC Child Care Campus-Community Planning Team, supported in part from said reserved funds, issued a January 23 project report entitled, "Planning Faculty-Staff Child Care at the Granary and Family Resource Centers at UCSC." The planning team included Senate faculty members, the Early Education Services Director at the time, representatives of the Chancellor's/EVC Office, Colleges, Housing, and Educational Services (CHES), Planning and Budget, and representatives of various Santa Cruz County child care related programs. The report further reflected direct consultations with child care directors at other UC campuses. The core of the report was a feasibility study and detailed business plan (that emphasized sustainability) for a Pre-K program for faculty-staff children to be operated at the Granary building, located at the base of campus.

UNIVERSITY OF CALIFORNIA, SANTA CRUZ

AS/SCP/

On November 20, 2014, CFW consulted with CP/EVC Galloway. The committee was informed that \$730k of the original \$750k remains and CP/EVC Galloway made a commitment to continue to hold the remaining funds for its intended purpose only, to fund child care for faculty and staff. The committee was disheartened to hear that after surveying the location, the UCSC Child Care Campus-Community Planning Team proposal for a Pre-K site at the Granary is no longer being considered due to problems with the building layout and costs associated with correcting the issues. However, the committee was encouraged to hear that the matching offer from UCOP made in 2001 is most likely still available.

CP/EVC Galloway informed the committee that the current student child care center in Family Housing will be temporarily relocated when Family Student Housing is renovated, and that a new facility will eventually be built to provide child care for a greater number of students, and potentially a number of faculty and staff. Although this sounds promising, with the chronic shortage of space on campus, the high expense of campus construction, and lack of a specific start time for breaking ground on the Family Student Housing renovation, this solution for child care seems remote.

There is no plan to remedy UCSC being the only UC campus with no child care for employees. Given the high cost of living and challenges of raising children in Santa Cruz, a permanent solution could help with recruitment and retention of faculty. Faculty demographics predict substantial hiring of new faculty in the coming years. Child care is an attraction in recruiting, but also vital to retaining the new faculty in whom we invest so much. It is not just faculty that we recruit and retain but families. There now appears to be monetary resources to get faculty/staff child care off the ground, what is needed is the will to immediately make good on a commitment to our faculty and staff.

In its January 16, 2015 post-consultation memo to CP/EVC Galloway, CFW recommended that an interim solution be immediately implemented using the \$730k remaining from the seed money committed by the CP/EVC until a more permanent solution is found. CFW suggested that a portion of the \$730k could be applied toward child care vouchers for employees with children under the age of 12, following the eligibility requirements of the new [Childcare Reimbursement Program for graduate student employees](#) that began in July 2014. CFW recognized that there must be a cap on such an expense. As such, the committee recommended that a set number of vouchers be offered each year to employees, based on eligibility, with criteria set by the Senate. A lottery could be used to determine which of the eligible applicants would receive vouchers.

Concurrently, CFW suggested that the options of an off-campus facility (managed by UCSC) be explored before the end of the 2015-16 academic year, as the options of a third party vendor and an existing building on campus have been explored and deemed unviable. An off-campus location purchased or leased and managed by UCSC has yet to be explored and could offer a more practical solution than building a new facility on campus. In addition, CFW recommends that the Child Care Advisory Committee be reinstated.

CFW invites faculty to share their thoughts on the topic at the Senate meeting on February 18, 2015.

UNIVERSITY OF CALIFORNIA, SANTA CRUZ

AS/SCP/

Respectfully submitted,

COMMITTEE ON FACULTY WELFARE

Noriko Aso
Adrian Brasoveanu
David Cuthbert
Ted Holman
Andrew Mathews
Benjamin Read
Nina Treadwell
Manfred Warmuth
James Zachos, *Chair*

Roger Anderson, *ex officio*

February 4, 2015