

Annual Report of Faculty Salary Competitiveness

Prepared by the UCSC Academic Personnel Office

January 2018

BACKGROUND

In June 2008, the Joint Senate-Administration Task Force on Faculty Salaries was convened and charged with examining policies and practices at all levels of the academic personnel review process that affect faculty salaries, and recommending modifications that ensure UCSC salaries are equitable relative to other UC campuses.

The data available at that time showed that despite progressing through the rank and step system at a rate comparable to other UC campuses, UCSC faculty median off-scale dollars were the lowest in the UC system, when considering only faculty with nonzero off-scale salary. When on-scale faculty were included, the UCSC median off-scale dollars (\$0) was within \$1,000 of the median off-scale dollars of the 7-campus group (excluding UCLA and UCB) at all ranks except Assistant Professor, where the gap was -\$3,944. However, off-scale dollars at the 75th percentile did lag the 7-campus measure, and the lag was greater still at the 90th percentile. UCSC's lower faculty salaries were, the task force concluded, the result of a merit review process that awarded relatively too few off-scale dollars.

In response to this, the Campus Provost/ Executive Vice Chancellor and the Senate Committee on Academic Personnel worked together to revise the campus guidelines for salaries awarded in greater-than-normal and accelerated ladder-rank faculty personnel actions. Beginning in the 2008-09 review year, the new guidelines allowed more generous off-scale amounts to be awarded in connection with the merit process. These guidelines became known as the Merit Boost Plan and, later, the Special Salary Practice (SSP).

After finding that significant progress had been made toward achieving parity at all percentiles, the special salary practice was modified for the 2017-18 review year. The additional off-scale dollars awarded in conjunction with outstanding files were reduced but not eliminated, with the goal of slowing the cost growth while maintaining the competitiveness of UC Santa Cruz relative to other UC campuses. The effect of this modification will not be known until the October 2018 systemwide data set is available, typically in fall 2019.

SCOPE

This annual report serves to monitor progress toward the two goals outlined in the Joint Task Force Report, namely:

- 1) to raise the median off-scale dollar amount at UCSC to the median off-scale amount at the next lowest campus-- then UC Davis-- by July 1, 2009; and
- 2) to raise UCSC's median faculty salary to the UC systemwide (9-campus) median by July 1, 2011.

This report does not address issues of faculty salary market competitiveness, cost of living, or internal UCSC faculty salary equity.

DATA SET

The data obtained from UC Office of the President allows a comparison of total salaries by rank and step for ladder-rank faculty at the nine general campuses (excluding UCSF as a health science campus).

Data is sourced from the October 2016 payroll extract in the UCOP Corporate Data Warehouse (CPS), and so does not reflect the 2016-17 personnel actions nor the July 1, 2017 academic salary plan.

All faculty participating in the Health Sciences Compensation Plan (HSCP) are excluded. The HSCP generally applies to schools of Medicine, Nursing, Public Health, Optometry, Dentistry, Pharmacy, and Veterinary Medicine. For consistency with the 2008 Task Force baseline report, salary data has also been omitted for faculty in the professional schools of Law, Business Management, and Public Policy.

Data is presented separately for regular ranks and the Business/ Engineering/ Economics (BEE) salary scales. Fiscal-year salaries are converted to academic-year equivalents and included as such. Equivalent titles Astronomer, Agronomist, Acting Professor, and University Professor are included.

Additional compensation such as summer salary and administrative stipends are not included.

Neither degree date nor hire date was available.

OFF-SCALE SALARY

Since the 2008 Task Force Report, “off-scale dollars” has become increasingly unreliable as a measure of salary competitiveness, for three reasons:

- 1) The 2011 academic salary plan introduced the concept of a “minimum scale”, by increasing the scale only for faculty who met merit-based criteria. The “minimum” and regular scales have been independently adjusted since 2011, and individual faculty can move from the minimum to the regular scale following a positive personnel review. 100% of UCSC faculty are now on the regular scales, and the percent on the minimum scale is diminishing systemwide. However, there were several years in which we were unable to calculate off-scale salary dollars for a large portion of non-UCSC faculty.
- 2) The 2015, 2016, and 2017 academic salary plans granted campuses flexibility to make off-scale allocations to individual faculty to address issues of salary equity, compression, and inversion. Campuses implemented these discretionary increases in different ways.
- 3) We are aware of various salary plans in place at other campuses that rely on the use of temporary off-scale increases, which reduce back to scale over time or which must be re-justified at each advancement review. Such plans include the Negotiated Salary Trial Plan at UCSD, UCLA, and UCI; the UCI Merit Scale; and the UCD Step Plus system. Temporary off-scales are included in the October 2016 total salary data, but are not identifiable as such. UCSC off-scale increases, whether given through the special salary practice or the discretionary salary plan, are not temporary.

“Off-scale dollars” is the end result of many processes, often working simultaneously, such as hiring and retention negotiations, personnel review practices, discretionary salary plan allocations, and cost-of-living scale adjustments. Given the wide variation in campus practices, it is difficult to assess the relative contribution of any one of these factors.

For these reasons, this report now focuses on overall faculty salary median, with the understanding that the variation between campuses is a result of differing practices and mechanisms to increase the off-scale components.

SALARY COMPARISON

Regular Scale

Figure 1a: Median Salary by Campus

In 2007, more than half of UCSC faculty at each rank were on-scale, so median off-scale dollars were \$0, and UCSC was the “lowest-paying campus” by this measure. The 9-campus median off-scale dollars in 2007 were \$2,200 at Prof 6-9, \$3,500 at Prof 1-5, \$2,900 at Associate Prof, and \$5,000 at Assistant Prof.

In 2016, median total salaries are not last at any rank, and are within +/- 3% of the 9-campus median goal.

- Assistant Prof median salary is seventh highest, lagging the 9-campus median by -\$2,050 (-2.38%). This gap increased in the past year, from -\$1,500 (1.81%) in 2015, a possible indicator that starting salaries during the 15-16 hiring cycle were comparatively low.
- Associate Professor median salary is third highest, behind UCLA and UCB, and just above the 9-campus median at +\$950 (+0.94%).
- Prof 1-5 median salary is fourth highest, behind UCLA, UCB, and UCM, and lagging the 9-campus median by -\$1,450 (1.1%).
- Prof 6-9 median salary is now the second highest in the system, behind UCLA, and leading the 9-campus median by +\$5,250 (3.14%).

We also calculated a 7-campus median by excluding UCLA and UCB. UCSC salaries are significantly above the 7-campus median at all ranks except Assistant Professor, where we are at the 7-campus median.

Figure 1b: Median Salary at 75th and 90th Percentiles

For the past two report years (2015, 2016) UCSC median salaries have been within +/- 2.6 % of the 7-campus medians at the 75th percentile, and within +/- 3.3% of the 7-campus medians at the 90th percentile.

At the 75th percentile, with UCB and UCLA included, UCSC median salary still lags the 9-campus median at all ranks, with the largest gap at the Prof 1-5 category (-5.8%). At the 90th percentile, with UCB and UCLA included, UCSC lags further, with the largest gap at Prof 1-5 (-13.8%). The Prof 1-5 gap at the 90th percentile widened from (-10.8%) in 2015.

Business, Engineering, Economics (BEE) Scale

Figure 2a: Median Salary by Campus- BEE Scale

In 2007, the lags on the BEE scale were not as large as those for the regular scale. UCSC median off-scale dollars for BEE salaries lagged the 9-campus median by -\$1,300 at Prof 6-9, -\$2,800 at Prof 1-5, -\$1,000 at Associate Prof, and -\$800 at Assistant Prof.

In 2016, UCSC is above the 9-campus median target at all ranks on the BEE scale.

- Assistant Prof BEE median salary is fourth highest in the system, behind UCLA, UCB, and UCSB, and just above the 9-campus median at +\$800 (+0.75%).
- Associate Prof BEE median salary is fourth highest in the system, behind UCLA, UCB, and UCSB, and above the 9-campus median by +\$3,800 (+3.1%).
- Prof 1-5 BEE median salary is sixth highest in the system, and exactly on the 9-campus median.

- Prof 6-9 BEE median salary is second highest in the system, surpassing UCLA but still behind Merced, leading the 9-campus median by +\$13,700 (+7.5%).

Figure 2b: Median Salary at 75th and 90th Percentiles- BEE Scale

In 2016, at the 75th percentile, UCSC BEE median salary is significantly above 7-campus median at the Assistant and Associate ranks, and slightly below in both full Prof categories. At the 90th percentile, the Assistant Prof gap shrinks to 0.5% above median, and the Prof 1-5 gap widens to -\$16,015 (-9.1%) below the 7-campus median.

At the 75th percentile, with UCLA and UCB included, UCSC BEE median salary is within 1% of the 9-campus median at Prof 6-9, above the 9-campus median at Assistant and Associate Prof, and lagging at Prof 1-5 by -6,362 (-4.2%). At the 90th percentile, with UCB and UCLA included, BEE median salary is within 1% of the 9-campus median at Associate and Prof 6-9 ranks, but lagging at Prof 1-5 by -\$25,180 (-13.6%) and at Assistant Prof by -10,650 (-7.6%).

Above-Scale (Regular and BEE)

Above scale salaries have a much wider range and variability. Median above-scale salaries are heavily influenced by varying campus practices for initial above-scale salary increases, further above-scale salary increases, and above-scale hiring. Salaries are correlated with time at above-scale, but systemwide data is not available on time since advancement to above-scale.

Above-scale salaries were not included in the 2007 Joint Faculty Salary Task Force report, nor does the special salary practice apply to above-scale advancement reviews, so this population is out of scope for this report.

CONCLUSION

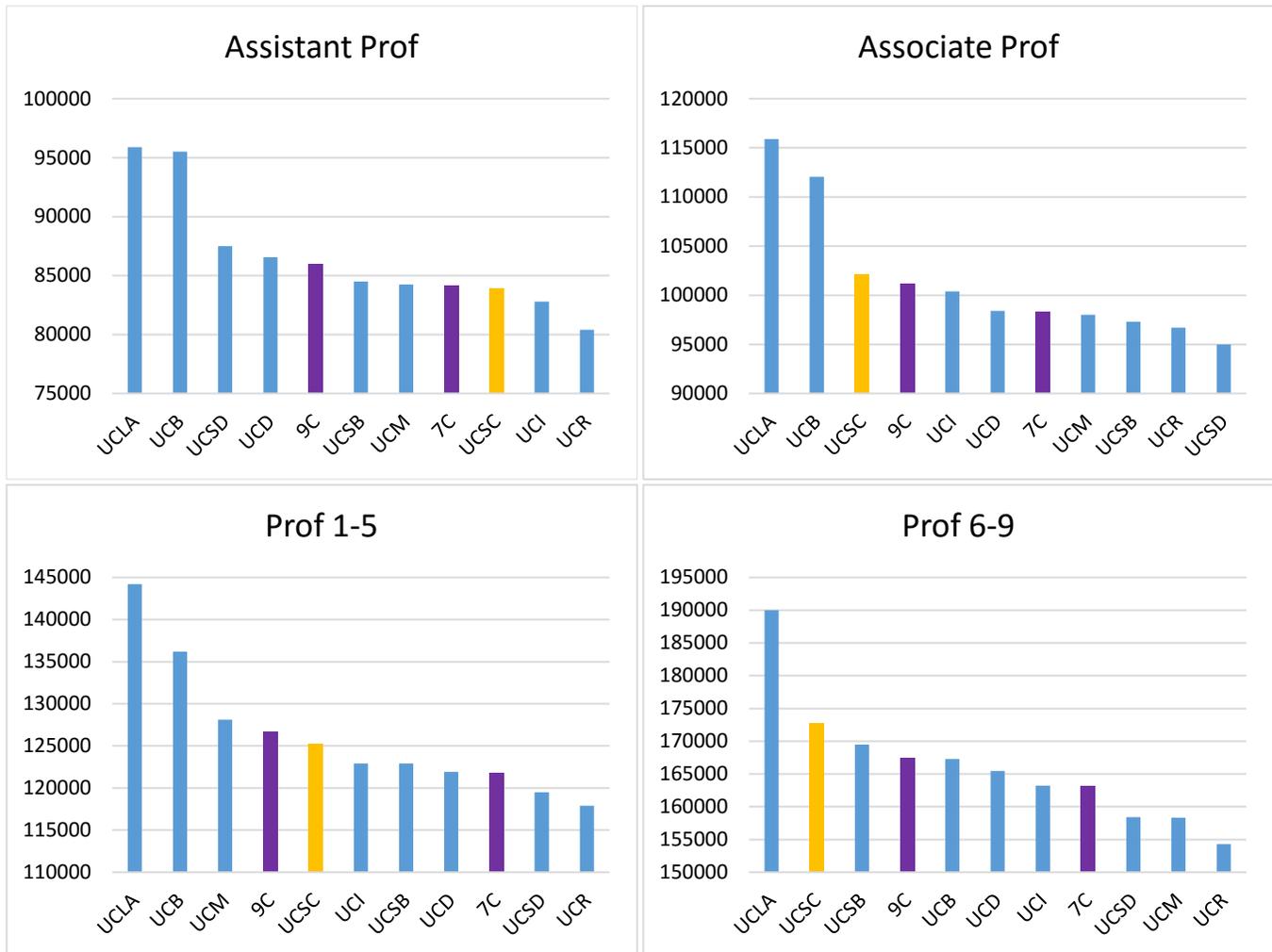
As of October 2016, median faculty salaries at all ranks on the BEE scale have surpassed the 9-campus median goal set forth by the task force. On the regular scale, Associate Prof and full Prof steps 6-9 are above the 9-campus median; full Prof 1-5 is just below at -1.1%; and Assistant Prof is below at -2.4%.

UCSC is not the lowest paying campus in any category, and has not been for many years.

At full Prof 6-9, UCSC median faculty salaries are the second highest in the system, having now surpassed UC Berkeley on both scales, and UCLA (but not Merced) on the BEE scale.

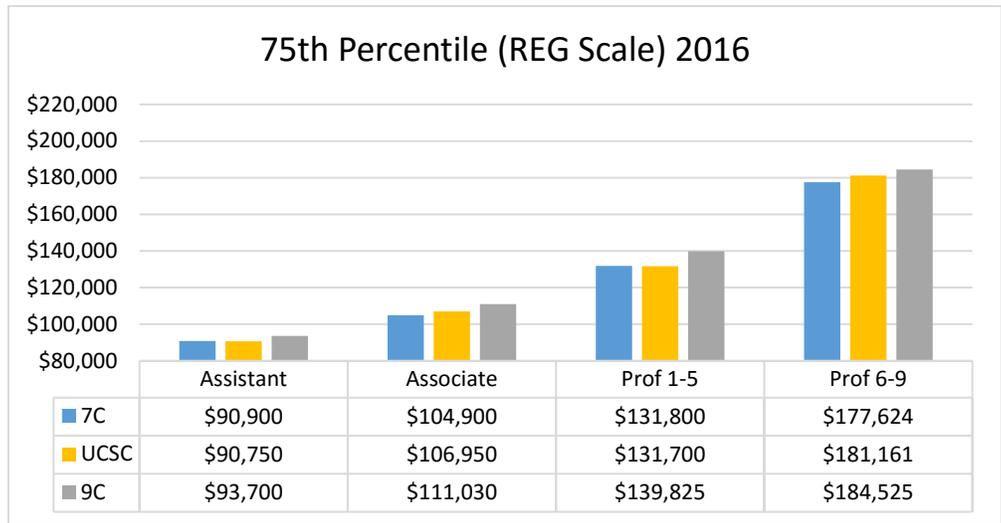
Gains have been made at the highest percentiles, but gaps remain. On the regular scale, salaries are within 3.3% of (above or below) the 7-campus combined measure at the 75th and 90th percentiles, but lag the 9-campus median by up to -13.8% at Prof 1-5 when UCLA and UCB are included. On the BEE scale, we see more variability at the top of the range, with gaps of +/- 10% compared to the 7-campus measure, and the largest gap at -13.6% below the 9-campus median at the 90th percentile for Prof 1-5 BEE.

Figure 1a. Median Total Salary by Campus, Regular Scale Ranks- October 2016

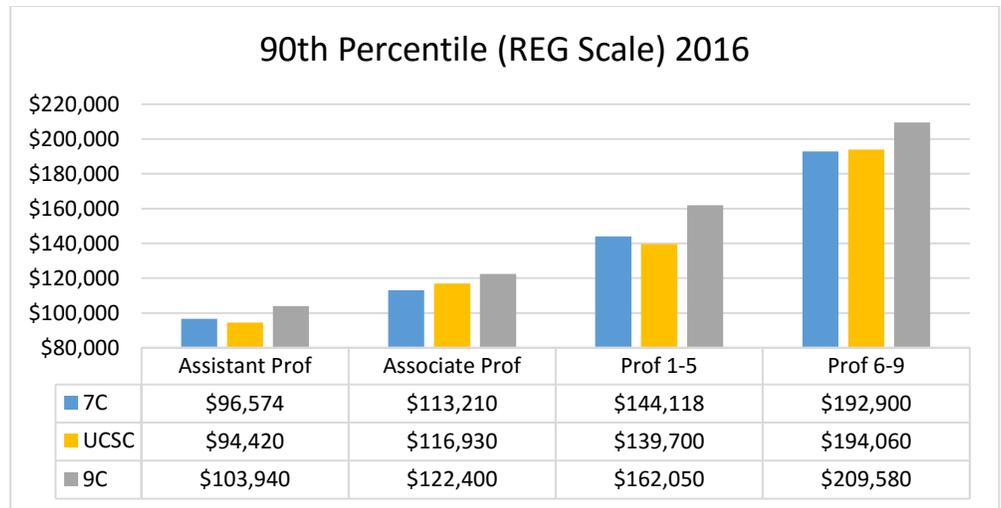


	Assistant Prof	Associate Prof	Prof 1-5	Prof 6-9
UCB	\$ 95,500	\$ 112,050	\$ 136,200	\$ 167,300
UCD	\$ 86,555	\$ 98,405	\$ 121,931	\$ 165,483
UCI	\$ 82,800	\$ 100,400	\$ 122,900	\$ 163,200
UCLA	\$ 95,900	\$ 115,900	\$ 144,199	\$ 190,000
UCM	\$ 84,250	\$ 98,000	\$ 128,100	\$ 158,300
UCR	\$ 80,400	\$ 96,700	\$ 117,900	\$ 154,300
UCSB	\$ 84,500	\$ 97,300	\$ 122,900	\$ 169,500
UCSC	\$ 83,950	\$ 102,150	\$ 125,200	\$ 172,700
UCSD	\$ 87,500	\$ 95,000	\$ 119,500	\$ 158,400
7C	\$ 84,200	\$ 98,329	\$ 121,800	\$ 163,200
9C	\$ 86,000	\$ 101,200	\$ 126,650	\$ 167,450
GAP to 7C	-0.30%	3.89%	2.79%	5.82%
GAP to 9C	-2.38%	0.94%	-1.14%	3.14%

Figure 1b. Median Total Salary at 75th and 90th Percentile (Regular Scale) - October 2016

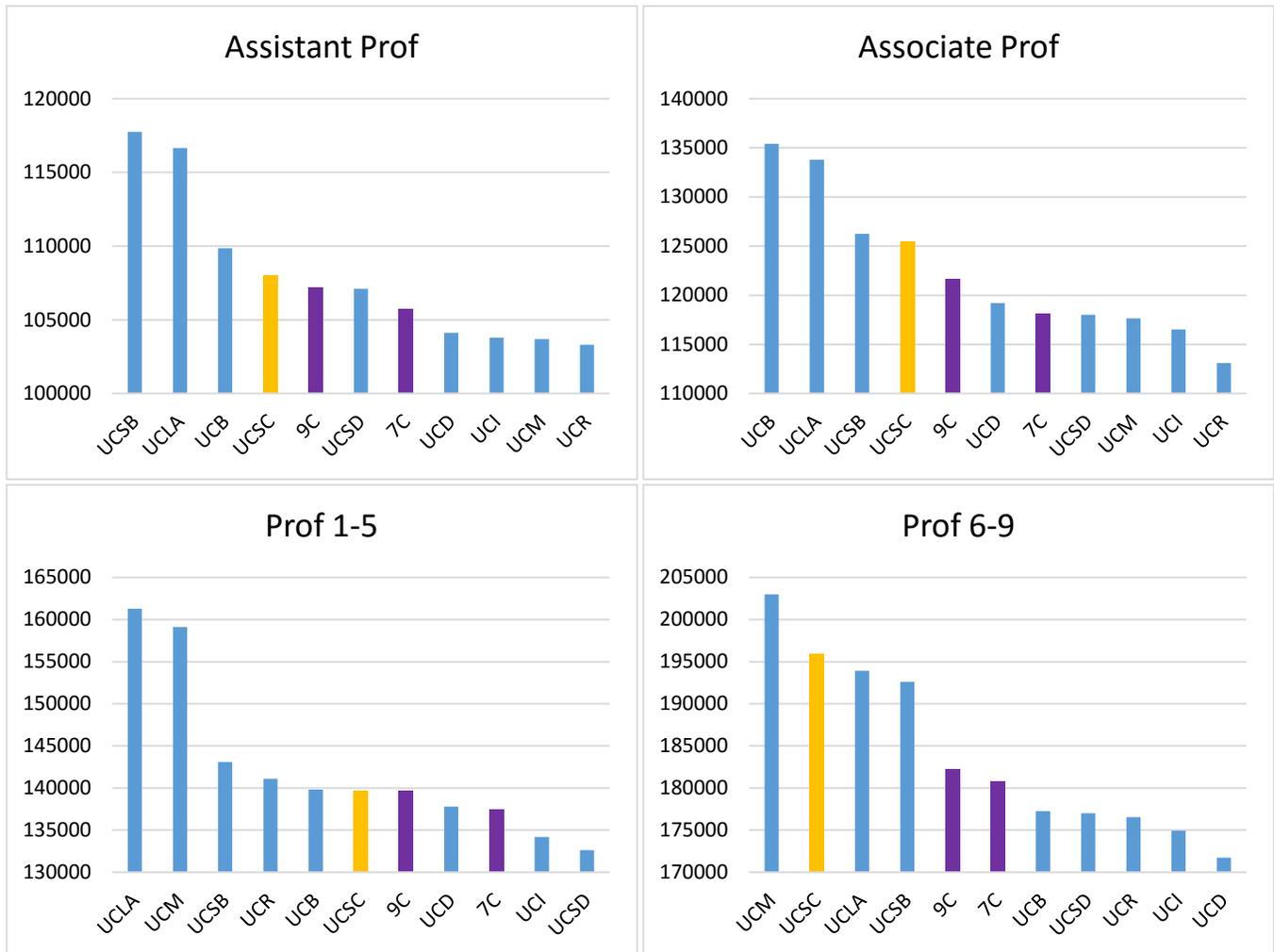


	Assistant Prof	Associate Prof	Prof 1-5	Prof 6-9
2007 GAP to 7C	-4,200	-3,650	-4,900	-2,800
2015 GAP to 7C	-1,225 (-1.4%)	1,725 (1.7%)	2,725 (2.1%)	4,492 (2.6%)
2016 GAP to 7C	-150 (-0.17%)	2,050 (1.95%)	-100 (-0.08%)	3,537 (1.99%)
2007 GAP to 9C	-6,200	-8,600	-11,300	-6,600
2015 GAP to 9C	-5,184 (-5.7%)	-5,475 (-5.1%)	-8,075 (-5.9%)	-4,150 (-2.3%)
2016 GAP to 9C	-2,950 (-3.15%)	-4,080 (-3.67%)	-8,125 (-5.81%)	-3,365 (-1.82%)



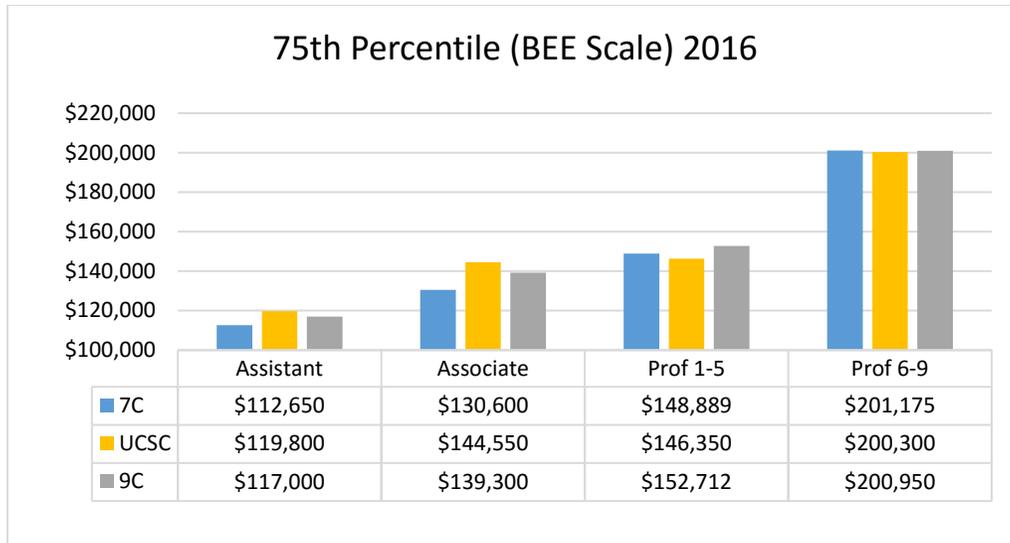
	Assistant Prof	Associate Prof	Prof 1-5	Prof 6-9
2007 GAP to 7C	-5,600	-6,000	-14,700	-10,000
2015 GAP to 7C	-2,600 (-2.8%)	366 (0.3%)	207 (0.1%)	-1,920 (-1.0%)
2016 GAP to 7C	-2,154 (-2.2%)	3,720 (3.3%)	-4,418 (-3.1%)	1,160 (0.6%)
2007 GAP to 9C	-8,800	-14,400	-27,700	-23,000
2015 GAP to 9C	-8,900 (-8.8%)	-10,410 (-8.7%)	-16,875 (-10.8%)	-20,350 (-10.0%)
2016 GAP to 9C	-9,520 (-9.2%)	-5,470 (-4.5%)	-22,350 (-13.8%)	-15,520 (-7.4%)

Figure 2a. Median Total Salary by Campus, Business/Engineering/Economics Scale Ranks- October 2016

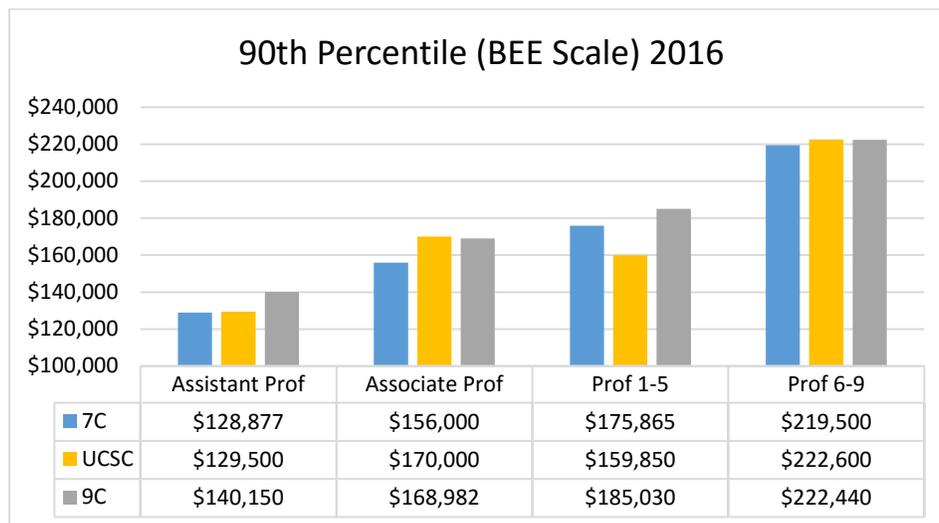


	Assistant Prof	Associate Prof	Prof 1-5	Prof 6-9
UCB	\$ 109,850	\$ 135,400	\$ 139,800	\$ 177,261
UCD	\$ 104,119	\$ 119,186	\$ 137,772	\$ 171,751
UCI	\$ 103,800	\$ 116,500	\$ 134,200	\$ 174,950
UCLA	\$ 116,650	\$ 133,800	\$ 161,300	\$ 193,900
UCM	\$ 103,700	\$ 117,650	\$ 159,100	\$ 203,000
UCR	\$ 103,300	\$ 113,100	\$ 141,100	\$ 176,550
UCSB	\$ 117,750	\$ 126,250	\$ 143,100	\$ 192,600
UCSC	\$ 108,000	\$ 125,500	\$ 139,700	\$ 195,900
UCSD	\$ 107,100	\$ 118,000	\$ 132,637	\$ 177,000
7C	\$ 105,750	\$ 118,100	\$ 137,400	\$ 180,838
9C	\$ 107,200	\$ 121,700	\$ 139,700	\$ 182,200
GAP to 7C	2.13%	6.27%	1.67%	8.33%
GAP to 9C	0.75%	3.12%	0.00%	7.52%

Figure 2b. Annual Salary at 75th and 90th Percentile (Business/Engineering/Economics Scale)- October 2016



	Assistant Prof	Associate Prof	Prof 1-5	Prof 6-9
2007 GAP to 7C	-2,520	-4,241	-6,600	-2,500
2015 GAP to 7C	12,358 (11.4%)	-2,375 (-2.0%)	-3,137 (-2.2%)	603 (0.3%)
2016 GAP to 7C	7,150 (6.35%)	13,950 (10.68%)	-2,539 (-1.70%)	-875 (0.43%)
2007 GAP to 9C	-4,000	-5,800	-10,300	-5,200
2015 GAP to 9C	4,815 (4.2%)	-11,401 (-8.8%)	-7,795 (-5.3%)	-397 (-0.2%)
2016 GAP to 9C	2,800 (2.39%)	5,250 (3.77%)	-6,362 (-4.17%)	-650 (0.32%)



	Assistant Prof	Associate Prof	Prof 1-5	Prof 6-9
2007 GAP to 7C	-5,200	-15,800	-16,500	-17,380
2015 GAP to 7C	-790 (-0.6%)	-8,458 (-6%)	-10,624 (-6.3%)	-14,149 (-6.8%)
2016 GAP to 7C	623 (0.5%)	14,000 (9.0%)	-16,015 (-9.1%)	3,100 (1.4%)
2007 GAP to 9C	-12,700	-24,500	-27,900	-17,380
2015 GAP to 9C	-15,420 (-11%)	-25,620 (-16.2%)	-20,240 (-11.4%)	-21,030 (-9.7%)
2016 GAP to 9C	-10,650 (-7.6%)	1,018 (0.6%)	-25,180 (-13.6%)	160 (0.1%)