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Chair of the Assembly and the Academic Council
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August 10, 2007

WYATT R. HUME, PROVOST AND EXECUTIVE VICE PRESIDENT
ACADEMIC AND HEALTH AFFAIRS
CHAIR, PRESIDENT'S WORK GROUP ON FACULTY SALARY SCALES

Re: Systemwide Senate Review of Proposed Amendments to APM 620 – Policy on Off-Scale Salaries

Dear Rory,

As you know, at its meeting on July 25, 2007, the Academic Council agreed to forward to the President's Work Group on Faculty Salary Scales all comments received from the Senate committees and divisions that reviewed the group's [proposed amendments to APM 620 – Policy on Off-Scale Salaries](#). On behalf of the Academic Council, I therefore ask that you, as chair of the Work Group, accept the enclosed set of comments for the group's consideration. More specifically, I ask on the Council's behalf that the Work Group draft revised language for amending APM 620 so as to retain the exceptional status of off-scale decisions within the context of the proposed new salary scales, and that will be accompanied by a full justification of the proposed amendments of APM 620 and coordinated with a full proposal, indicating funding sources, for the planned salary increases and reform of the salary scales.

In all, five Senate Committees and ten Divisions reviewed the proposal. Their full comments are enclosed for your reference, and are summarized below. Please note as well that several respondents also offered substantial comments on the overall plan for faculty salary raises and changes to the faculty salary scale, which are outlined at the end of this summary.

Background

The President's Work Group on Faculty Salary Scales submitted for general Senate review a set of amendments to APM 620. These changes are proposed in the larger context of the charge to the work group to recommend steps to be taken "to continue to attract and retain faculty through a competitive and effective system of compensation, while also retaining the benefit of a rigorous and effective post-tenure review." The proposed changes to APM 620 would remove language indicating that off-scale salaries are exceptional and would redefine off-scale salaries as those exceeding the next step in the scale.

Breakdown of responses

There is a strong consensus among reviewers in support of the intention to reform the faculty salary scales and increase faculty salaries. A number of reviewers, however, expressed concern about removing exceptional language for off-scale salaries, reviewing the proposed APM changes without being able to see these in the context of the full faculty salary plan; the lack of a written justification for the proposed changes; and ambiguities in the proposed language. Those that supported the changes noted the potential benefit to women and ethnic minorities, and saw it as an important step in the effort to reduce the number of off-scale salaries and revalidate the salary scale.

Support: UCAAD, UCAP, UCEP, Merced, Riverside, and San Francisco.

Support with expressed concerns: Irvine, San Diego.

Oppose as written: UCFW, UCPB, Davis, Los Angeles, Santa Barbara, Santa Cruz.

Informal comments only: Berkeley.

Substantial additional comments were offered on the overall plan for faculty salary raises and changes to the faculty salary scale by UCAP, UCFW, UCPB, Davis, Los Angeles, and Santa Cruz.

I. Specific comments on / suggested changes to proposed amendments to APM 620

Removing exception language

Removing these sections [620-16, 620-24.b] essentially removes any policy-based ceilings on off-scale salaries. (UCSD)

Key beneficiaries appear to be administrators who have routinely approved exceptions and are now concerned about public disclosure. (UCSB)

We worry that the system will suffer greatly if we change the “exception to rule” policy without simultaneously specifying that the range of salaries must be relatively narrow, such that, for example, the minimum point in a range is never less than 75% or 90% of the maximum point. (UCSC)

The proposed amendment would delete the requirement that off-scale salaries be awarded ONLY in exceptional situations. UCFW suggests that exceptional circumstances not be required where off-scale salaries are awarded to meet competitive conditions, but that exceptional circumstances continue to be required in other situations. (See UCFW’s proposed revised language below.)

The Irvine Committee on Faculty Welfare opposed removing the term “exceptional” in regard to the use of off-scale pay as this approach would normalize the dissociation between rank and salary and simply hide equitable procedures. (Irvine)

The language amendments could be interpreted as making off-scale salaries unexceptional. If this is the intention, then UCPB would object that eliminating limits altogether on off-scale salaries both opens the door to possible abuse and further diminishes the meaning of the existing scale.

Putting proposed APM changes in the context of other salary-related changes

In general we do not favor implementing these changes until a clearer picture of how the salary scales will be adjusted emerges. (Davis)

A package of changes that restores a more realistic (higher) salary scale would help alleviate suspicions that the proposed change is mainly about “scandal-proofing” the APM. (UCSB)

UCPB [...] is not willing to offer commentary on policies that are not supplemented by an explanatory written proposal. ... if the intent is to amend the APM in concert with the broader effort of reforming the scale [...] then changes to the APM should be developed to harmonize with changes to the salary scale and salary levels and would be reviewed with reference to them.

Reviewers were disappointed that the proposed changes were not part of a bigger package aimed at the fundamental issue. Deep concern was expressed that the proposed amendments, especially defining “on-scale” salaries as a range, appeared to represent a rationalization of the current system rather than address the urgent issue of the University’s compromised ability to compete for top faculty while remaining in compliance with published salary scales. Reviewers also thought that only a substantial increase in the base salary scales, across all disciplines and faculty ranks, would permit the University to retain its prominence as one of the world’s leading universities and that the Academic Senate should continue to insist that this be a primary focus of the administration. (UCSD)

[The Riverside] CFW was disappointed that the document we received was not accompanied by any rationale for the proposal or any analysis of the potential long term consequences, either positive or negative, of its adoption and implementation. (Riverside)

It appears that no sources of funding for a major revamping of the salary scales have yet been identified. Until such sources are identified, it is impossible to argue for or against the proposal. (UCLA)

Salary scale changes

The [Irvine Council on Faculty Welfare] opposed replacing the parallel relationship between points on the merit scale and points on the pay scale with a point-based merit scale that would map onto a range of salaries to be determined administratively as this give more power to the administration, which would raise concerns about favoritism both perceived and real. Due to gender differences in negotiation, this might also exacerbate the issues of gender pay disparities.

The status of Full Professor Step 9 and Full Professor above scale is not well defined in the proposal. Since there is no higher step than step 9, and since ‘off scale’ is simply defined as above the next step, an ambiguity arises. Moreover, [UCLA] CAP points out, “If the scale at step 9 is raised, it may end up at a higher level than some current above-scale salaries. So faculty with such salaries would have the prestige of being above scale (“Distinguished Professor of...”) and the reward of being below scale.” (UCLA)

Pushing up the scale as proposed will mainly help faculty who are presently on scale or not off scale very much. This means that the vast majority of faculty would get no benefit from the

increase in scale even while they are asked to subsidize (through decreased COLA) the increase in salary to faculty who remain on scale. (UCLA)

There is little support for use of ranges in recreating faculty salary scales to include what we know now as off-scale. Instead we would suggest using a target salary that captures the majority of faculty on the single number scale. Rather than using a mean or median value, the specified salary should be one that captures the majority of the faculty- 80% or more, depending upon what an acceptable level of off-scale salaries might be. ... Moreover, recreating the salary scales, as proposed, will create new problems. Without clear guidelines for expectations of salary within a range, faculty will likely appeal actual salary levels awarded at the time of advancement, creating a significant time burden for senate committees and administrators. A single salary value with clear criteria for any off-scale is still attractive. At the very least, it would be necessary to specify how the new salary would be determined at each merit since APM 620-18 would no longer apply to salaries augmented by an amount less than the difference to the next step. (Davis)

Other

Three concerns that all members of UCFW share are that, currently, there is too much room for administrative discretion and abuse in awarding off-scale salaries, that off-scale salary practices vary widely among the campuses, and that long-time faculty who do not seek outside offers pay a “loyalty penalty.” UCFW believes that efforts should be made to reduce administrative discretion and standardize salary-setting practices across campuses and to treat all faculty fairly. (UCFW)

620-0 a – suggested revisions

The proposed new text – “such as” – in 620-0 a. is grammatically and logically unnecessary. (UCAAD)

UCFW proposes that 620-0-a be amended to read:

a. In order to preserve the significance and values of the salary scales, salary scales should be set to ensure that the University remains competitive in recruiting and retaining outstanding faculty in all academic disciplines. When salary scales are competitive, faculty should be on-scale to the greatest extent feasible, and off scale salaries may be approved only in exceptional circumstances. When salary scales are not competitive, and when properly justified, appointment or advancement to a position with an off-scale salary may be approved when necessary to meet competitive conditions. Off-scale salaries may be approved under other conditions described in APM 620-14-b only in exceptional circumstances.

620-0 b

Where, exactly, does the new language indicate, directly or indirectly, that for each step in rank (within given areas or disciplines) there will be constructed a salary scale such that each title will have a minimum and maximum salary associated with it? Does the phrase “exceeds the next step” mean “exceeds the minimum point of the next step” or “exceeds the maximum point of the next step”? (UCSC)

Unless the dollar amounts pegged to steps in the salary scale are adjusted upward significantly to reflect salaries at or greater than the Comparison Eight institutions, the percentage of faculty with off-scale salaries (new definition) will swell again rapidly. (UCSB)

The [Irvine Council on Faculty Welfare] opposed the proposal to define off-step pay as a situation in which pay is above that for the next step because this leaves pay at the level of the next step in the odd position of being neither on nor off step.

The proposed amendment changing from a point to a range between steps raises significant concerns that faculty will be encouraged to negotiate for salaries at the high end of the range and that administrators on many campuses will be able to grant such salary increases without faculty review. [This may] unfairly disadvantage women and minorities and increase morale problems as administrators are perceived to be playing favorites or as practices vary among departments, schools, and campuses. UCFW suggests that the initial decision to award a salary above the bottom of the range in any particular step require faculty review through the academic personnel process. (UCFW)

The proposed new wording of 620-0 b is ambiguous, as it could suggest a limbo between on- and off-scale. We suggest removing this ambiguity by eliminating “next” and the phrase “the step in,” so the text reads “A salary for an appointee at a certain rank and step is designated as off-scale if the salary exceeds the published salary scale for the relevant title series.” (UCAAD)

620-0.c

The original text prohibited an off scale salary from being below the published scale for that rank and step; we trust this remains implicit in the policy. (UCSD)

620-16

UCSD does not support deletion of APM 620-16 at this time, seeing the change as premature and a move that “would facilitate a further disconnect between scale and actual salaries,” and “would result in lack of proper guidelines for merit and promotion cases in the near future,” which may also lead to further disparities and tensions among departments.

620-18

We note that APM 620-18 is unchanged and, in light of revised 620-a-b (new definition of off-scale), is ambiguous. It is unclear if a range adjustment (COLA) would be applied to the actual salary, as long as the salary is less than the next step, or if such adjustments would be applied to the salary for that step on the salary scale and exclude the supplement. If, for example a faculty member were Professor III with a salary \$100 below Step IV, would the range adjustment be on the faculty member’s actual salary (they are not off-scale in the new definition)? (UCSB)

II. Summary of comments on the associated plans to return faculty to on-scale salaries and implement market adjustments to the salary scales.

General:

Concurrently, the proposal to raise all salary scales to market levels could have a disproportionately positive effect for women and minority faculty – who are more likely to be in lower paid fields with the greatest number of on-scale faculty – as well as for faculty at the UC campuses with the highest proportions of underrepresented faculty. It is important however, to implement adjustments to the scales carefully. We do not know the extent to which departments or disciplines will be aggregated when the new “appropriate” scale is computed. If this is done too finely, it could perpetuate current inequities – in individual fields and

disciplines where underrepresented faculty are concentrated, if those areas are not averaged in with other more favored areas. ... The proposal could potentially include unintended negative consequences, such as providing raises to some undeserving faculty, undermining the status of some faculty who might have enjoyed off-scale status, or leading to a possible new stratification by gender or ethnicity within the new ranges. (UCAAD)

[UCPB requests] that the Provost and the workgroup continue the modeling of the proposed changes with all possible speed, and recommend that, in doing so, they consider the following faculty preferences as expressed in our discussions:

- A two-year (maximum) implementation period is desirable, and greatly preferable to a longer one (3-4 years), both because it will make actual “catch up” more likely and because it will reduce resentment over ongoing salary disparities and scale differentials.
- COLAs and range adjustments should not compete with each other, but rather be additive.

Great care will need to be taken to avoid creating severe morale and equity problems in the process of phasing out off-scale salaries. UCFW urges that policies be developed that will allow recognition of the differences in position between faculty whose salaries are below market, even with off-scale increments (likely for those who were recruited or retained 5 to 10 years ago, for example), and those whose salaries are at or near market (likely for those recruited or retained recently). Policies should also be developed to address the problems for above-scale faculty, which will vary on a case-by-case basis. UCFW urges that no blanket policy of denying raises to off-scale faculty on the grant of a promotion be adopted; something more flexible will be required.

UCAP supports the Work Group’s proposals for adjusting the salary scales. We believe raising all the salary scales will help improve problems of equity and morale that cross all ranks and disciplines, particularly the problem of salary inversion and disproportionately low salaries in the assistant, associate, and early full professor ranks. Raising all scales may also have a particularly beneficial impact for women and ethnic minorities, who tend to be clustered in fields with more on-scale faculty.

Specific recommendations:

[UCFW suggests using] two types of range adjustments: one a COLA for everyone based on changes in the CPI; the other an equity adjustment, or adjustments, to bring the scales toward market. As scales reach market, it should be possible to phase out off-scale increments for all but exceptional [cases]. (UCFW)

It will be critical to establish a regular review process and time frame for examining future salaries. The results of this review should provide flexibility for accommodating adjustments in the salary scales. Serious consideration should also be given to deriving a set of comparison institutions that more accurately reflects the institutions UC actually competes with for faculty. ... Local implementation may need to proceed on a case-by-case basis and will require significant input from various campus entities, including the Senate and campus CAPs. In fact, we believe changes to the scales may have a significant impact on campus CAPs. We note that a recommendation or mandate for Senate involvement in implementation of new salary scales could be complicated by non-standard campus practices in this area. Consideration should be given to empowering all CAPs to review and/or set salary. (UCAP)

So that the impact and details of the planned increases can be readily understood by all interested parties, UCPB suggests that the modeling [of the planned salary increase]:

- Assess the full costs of the raise, including costs of retirement and other benefits and the share of the costs to be borne by the campuses
- Apply consistent terms that distinguish between the salary goals and the means of paying for those goals.
- Experiment with different ratios of selective and across-the-board salary scales.
- Reflect the workgroup's proposed recommendations (provided to the Academic Council in Chair Oakley's email of 4/23/07), and in particular, price all steps of recommendation #4 (see below) as a package in order to express its clear goal of bringing professorial salary scales to Comparison 8 levels. [Recommendation #4: "Propose a new scale, for the purposes of discussion and analysis, which would change the salary scales substantially upwards in order to capture many of the faculty that are now off-scale"].
- Include in each scenario two specific illustrations of what that plan would look like for, say, an assistant professor IV on a nine month salary and a full professor III on a nine month salary. In each case there should be two iterations, one for an on-scale person, and the other for someone a specified amount off scale.

I hope the members of the Work Group on Faculty Salary Scales will find this considered input from the Senate of particular help in further developing a proposed revised salary scale and accompanying proposed revisions to the APM.

Sincerely,



John B. Oakley, Chair
Academic Council

Copy: Academic Council
María Bertero-Barceló, Executive Director

Encl: 15

JO/BGF



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June 13, 2007

JOHN OAKLEY, CHAIR
ACADEMIC COUNCIL

Re: Systemwide Senate Review of Proposed Amendments to APM 620, Policy on Off-Scale Salaries

Dear John,

The University Committee on Affirmative Action and Diversity (UCAAD) has reviewed the initial set of recommendations from President Dynes' systemwide Work Group on Faculty Salary Scales for improving the fairness and transparency of the published scales. We focused our discussion on the specific recommendation out for systemwide review – the proposal to amend APM 620 – but we also discussed the attendant draft proposal to implement market adjustments to the salary scales.

UCAAD believes the recommendations to bring the majority of faculty back on-scale by amending policy language and raising all salary scales to competitive market levels will have a substantially beneficial effect for all UC faculty, particularly women and ethnic minorities.

The current system, in which off-scale salaries have become the norm rather than true exceptions, can disproportionately disadvantage women and minority faculty, who are less likely to negotiate off-scales at hire or use outside offers as a tool to secure promotions. The proposal to modify APM 620 to eliminate exception language from off-scale policy and re-define “on-scale” to encompass the entire range between steps will strengthen the relevance and value of the scales by reducing the number of off-scale faculty. It will also give campuses added flexibility to recruit and retain top faculty – including minorities and women – for whom our current areas of underrepresentation are already an impediment in recruitment.

Concurrently, the proposal to raise all salary scales to market levels could have a disproportionately positive effect for women and minority faculty – who are more likely to be in lower paid fields with the greatest number of on-scale faculty – as well as for faculty at the UC campuses with the highest proportions of underrepresented faculty. It is important however, to implement adjustments to the scales carefully. We do not know the extent to which departments or disciplines will be aggregated when the new “appropriate” scale is computed. If this is done too finely, it could perpetuate current inequities – in individual fields and disciplines where underrepresented faculty are concentrated, if those areas are not averaged in with other more favored areas.

Although we expect that the proposed market adjustments to salary will help address equity and morale issues across ranks and disciplines, particularly among women and ethnic minorities, some members of UCAAD also noted a concern that the proposal could potentially include unintended negative consequences, such as providing raises to some undeserving faculty, undermining the status of some faculty who might have enjoyed off-scale status, or leading to a possible new stratification by gender or ethnicity within the new ranges.

Finally, UCAAD would like to suggest two editorial revisions to the proposed text for the sake of clarity. First, the proposed new text – “such as” – in 620-0 a. is grammatically and logically unnecessary. In addition, the proposed new wording of 620-0 b is ambiguous, as it could suggest a limbo between on- and off-scale. We suggest removing this ambiguity by eliminating “next” and the phrase “the step in,” so the text reads “A salary for an appointee at a certain rank and step is designated as off-scale if the salary exceeds the published salary scale for the relevant title series.”

Respectfully,

A handwritten signature in black ink, reading "Gibor Basri". The signature is fluid and cursive, with the first name "Gibor" and last name "Basri" clearly distinguishable.

Gibor Basri
Chair, UCAAD

cc: Director Bertero-Barceló
UCAAD members



UNIVERSITY COMMITTEE ON ACADEMIC PERSONNEL (UCAP)
MARY CROUGHAN, CHAIR
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June 1, 2007

JOHN OAKLEY, CHAIR
ACADEMIC COUNCIL

Re: Systemwide Senate Review of Proposed Amendments to APM 620, Policy on Off-Scale Salaries

Dear John,

The University Committee on Academic Personnel (UCAP) has reviewed the recommendations from the President's Work Group on Faculty Salary Scales for amending Academic Personnel Manual policy language governing the use of off-scale salaries. UCAP endorses the specific recommendation currently out for systemwide review – the proposal to amend APM 620 – and we have a few additional comments about the associated proposals, still in draft form, to implement market adjustments to the salary scales.

UCAP strongly supports the Work Group's proposed modifications to APM 620 that eliminate exception language from the policy and re-define "on-scale" to encompass the entire range between steps. We believe these two changes are essential to achieving the larger goals of improving the fairness, relevance, and transparency of the published salary scales and bringing the majority of UC faculty back on-scale.

First, the current system in which off-scale salaries have become the norm rather than true exceptions, is at odds with the written policy. The revised policy recognizes that off-scales are not in actual practice short term exceptions, but an integral part of normal compensation practices needed to meet market conditions. It allows individual campuses, units, and disciplines the continued flexibility to compete in the marketplace for top faculty talent, to maintain excellence, and to aspire to greater excellence.

UCAP feels strongly that UC's merit-based, peer-reviewed salary scale system has been essential to the excellence of the University. Reducing the number of off-scale faculty will help strengthen the salary scale system and return it to a position of relevance.

Clearly, however, the most significant step the University can take to improve the faculty salary scales is to return them to competitive market levels. Eliminating the disparities between UC and

its competitors will also help lessen inequities resulting from the current system, which tends to reward the savviest and most aggressive faculty members who are willing or able to negotiate large off-scales at hire or use outside offers to secure promotions.

As such, UCAP supports the Work Group's proposals for adjusting the salary scales. We believe raising all the salary scales will help improve problems of equity and morale that cross all ranks and disciplines, particularly the problem of salary inversion and disproportionately low salaries in the assistant, associate, and early full professor ranks. Raising all scales may also have a particularly beneficial impact for women and ethnic minorities, who tend to be clustered in fields with more on-scale faculty.

UCAP, however, does have some concerns about the proposal. First, it will be critical to establish a regular review process and time frame for examining future salaries. The results of this review should provide flexibility for accommodating adjustments in the salary scales. Serious consideration should also be given to deriving a set of comparison institutions that more accurately reflects the institutions UC actually competes with for faculty. Finally, some have expressed concerns that raising all salary scales may reward some faculty who do not deserve to be rewarded and could even upset some off-scale faculty, who will be unhappy to see their comparative advantage relative to other faculty reduced. UCAP believes the benefits of the proposal heavily outweigh these potential downsides, which will involve only a handful of faculty at most.

UCAP expects the development and implementation of the new salary scales to be the most complicated part of the Work Group's proposal. Local implementation may need to proceed on a case-by-case basis and will require significant input from various campus entities, including the Senate and campus CAPs. In fact, we believe changes to the scales may have a significant impact on campus CAPs. While some CAPs do not participate in salary or off-scale decisions, others are involved in salary matters and see that involvement as a vital part of shared governance. We note that a recommendation or mandate for Senate involvement in implementation of new salary scales could be complicated by non-standard campus practices in this area. Consideration should be given to empowering all CAPs to review and/or set salary.

Sincerely,

A handwritten signature in black ink that reads "Mary Croughan". The script is cursive and fluid, with the first name "Mary" and last name "Croughan" clearly legible.

Mary Croughan
Chair, UCAP

cc: UCAP
Executive Director Bertero-Barceló

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June 14, 2007

JOHN OAKLEY, CHAIR
ACADEMIC COUNCIL

Re: Systemwide Senate Review of Proposed Amendments to APM 620, Policy on Off-Scale Salaries

Dear John,

At its June 11 meeting, the University Committee on Educational Policy (UCEP) reviewed the amendments to APM 620 proposed by President Dynes' systemwide Work Group on Faculty Salary Scales. Our committee unanimously endorses the proposed modifications to APM 620.

Sincerely,

Richard L. Weiss

Richard Weiss
Chair, UCEP

cc: UCEP members
Executive Director Bertero-Barceló



UNIVERSITY COMMITTEE ON FACULTY WELFARE (UCFW)
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June 20, 2007

**JOHN OAKLEY, CHAIR
ACADEMIC COUNCIL**

RE: UCFW Position on Proposed Amendments to APM 620, Policy on Off-Scale Salaries

Dear John:

UCFW strongly supports the efforts to increase faculty salaries to competitive levels and to reduce the number of faculty whose salaries are off-scale. UCFW believes that the best policy is one which allows off-scale salaries only in exceptional circumstances. However, UCFW also recognizes that so long as faculty salary scales lag the market, it will be necessary to pay off-scale salaries in order to maintain the high quality of UC's faculty.

All members of UCFW believe that the need to raise the salary scales to competitive levels is urgent. Four members of the committee, however, have strong reservations about the proposed changes to APM 620. They believe that raising the salary scales and maintaining them at competitive levels will solve the problem of non-exceptional off-scale salaries, which is UC's current situation.

Three concerns that all members of UCFW share are that, currently, there is too much room for administrative discretion and abuse in awarding off-scale salaries, that off-scale salary practices vary widely among the campuses, and that long-time faculty who do not seek outside offers pay a "loyalty penalty." UCFW believes that efforts should be made to reduce administrative discretion and standardize salary-setting practices across campuses and to treat all faculty fairly.

Objections raised by the committee members who oppose changing APM 620 include:

- "To amend 620 without working through and knowing the exact changes in the salary schedules is putting the cart before the horse."
- "There is no need for any of the recommended changes in APM 620 if [a change in salary scales to market levels] were to be successfully implemented."
- "Such drastic change [allowing for an off-scale salary when necessary to meet competitive conditions] will jeopardize our academic standards. The proposed modification is so vague and broad that is certain to create unprecedented subjective interpretation, further contributing to the already low morale of faculty, while, at the same time, empowering administrators to make decisions on promotion cases without faculty input."

- Approving “such a drastic departure from a merit-based, faculty-performed evaluation to a market-driven, administration-made appraisal will be a tremendous disservice to our institution with far-reaching implications.”
- Inadequate pay scales “do not justify providing a range within a pay scale. This leads to different pay for the same rank and defies the principle of equal pay for equal merit. Responding to competitive offers has led to existing morale problems. Providing a range will not eliminate the morale problems among faculty. The cure for the morale problem is to fix the salary scale and maintain equal pay for equal merit.” “If APM 620 changes as proposed, I do not see the reason to continue the step system.”
- “If the past behavior of UCOP and the legislature is an indication of their future behavior, my 34 years at UC suggest that UC pay scales will fall behind market rates again in about 15 years, which is well within the careers of many existing, not to mention future, faculty. When this happens, the faculty will not have the embarrassment-by-rule-breaking approach to prod UCOP to seek realignment of the scales with the market if the proposed changes to APM-620 are effected. Therefore, I think that the cost to our younger and future colleagues of revising APM-620 as proposed is not justified by the benefits to current faculty.”
- “I respectfully disagree with the view that faculty are accepting that the salary scale will continue to be a problem and that the code should have a provision for correcting the salaries of those who play the game while [it] continues to impose the loyalty penalty to the rest.”

The majority of the committee, however, supports the effort to align UC’s current faculty salary practices with policy by amending the APM along the lines proposed, but with some changes as set forth below.

With respect to the proposed amendments to APM 620, UCFW suggests the following changes:

1. 620-0-a: The proposed amendment would delete the requirement that off-scale salaries be awarded ONLY in exceptional situations. UCFW suggests that exceptional circumstances not be required where off-scale salaries are awarded to meet competitive conditions, but that exceptional circumstances continue to be required in other situations. UCFW proposes that 620-0-a be amended to read:

a. In order to preserve the significance and values of the salary scales, salary scales should be set to ensure that the University remains competitive in recruiting and retaining outstanding faculty in all academic disciplines. When salary scales are competitive, faculty should be on-scale to the greatest extent feasible, and off scale salaries may be approved only in exceptional circumstances. When salary scales are not competitive, and when properly justified, appointment or advancement to a position with an off-scale salary may be approved when necessary to meet competitive conditions. Off-scale salaries may be approved under other conditions described in APM 620-14-b only in exceptional circumstances.

Several UCFW members also expressed concerns that the term “competitive conditions” is too vague and that guidelines should be included to delineate more clearly when off-scale salaries could appropriately be awarded.

2. 620-0-b. The proposed amendment changing from a point to a range between steps raises significant concerns that faculty will be encouraged to negotiate for salaries at the high end of the range and that administrators on many campuses will be able to grant such salary increases without faculty review. Several UCFW members believe this will unfairly disadvantage women and minorities and increase morale problems as administrators are perceived to be playing favorites or as practices vary among departments, schools, and campuses.

UCFW thus suggests that the initial decision to award a salary above the bottom of the range in any particular step require faculty review through the academic personnel process.

Finally, UCFW reiterates the concerns it raised in its January 17, 2007 letter responding to the UCAP Report on the Merit and Promotion System with respect to implementation issues in returning faculty to on-scale salaries:

Implementation Issues in Returning Faculty to On-scale Salaries

Great care will need to be taken to avoid creating severe morale and equity problems in the process of phasing out off-scale salaries. UCFW urges that policies be developed that will allow recognition of the differences in position between faculty whose salaries are below market, even with off-scale increments (likely for those who were recruited or retained 5 to 10 years ago, for example), and those whose salaries are at or near market (likely for those recruited or retained recently). Policies should also be developed to address the problems for above-scale faculty, which will vary on a case-by-case basis. UCFW urges that no blanket policy of denying raises to off-scale faculty on the grant of a promotion be adopted; something more flexible will be required.

One avenue that we suggest might be pursued, until scales have reached competitive levels, is use of two types of range adjustments: one a COLA for everyone based on changes in the CPI; the other an equity adjustment, or adjustments, to bring the scales toward market. As scales reach market, it should be possible to phase out off-scale increments for all but exceptional cases.

Sincerely,

Susan F. French, Chair
UCFW

Copy: UCFW
Maria Bertero-Barcelo, Executive Director, Academic Senate



UNIVERSITY COMMITTEE ON PLANNING AND BUDGET
Christopher Newfield 2006-2007 Chair
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Assembly of the Academic Senate
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Phone: (510) 987-0630
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June 14, 2006

JOHN OAKLEY
ACADEMIC COUNCIL CHAIR

Re: Proposed Amendments to APM 620, Policy on Off-Scale Salaries

Dear John,

At its April 17 and May 8 meetings, the University Committee on Planning and Budget (UCPB) considered the proposed amendments to APM 620 within the larger framework of the proposed plan for reforming the faculty salary scale that has been developed by the President's Work Group on Faculty Salary Scales. UCPB agrees with the work group's overall intentions of making faculty salaries competitive and of re-validating the salary scale; however, because of insufficient information, we cannot support amending APM 620 at this time.

In the context of an earlier review this year, UCPB stated that the committee is not willing to offer commentary on policies that are not supplemented by an explanatory written proposal. We apply that principle in this case as well. We are surprised that no justification or background material accompanies the suggested APM language changes, and so are left with these questions. The language amendments could be interpreted as making off-scale salaries unexceptional. If this is the intention, then UCPB would object that eliminating limits altogether on off-scale salaries both opens the door to possible abuse and further diminishes the meaning of the existing scale. On the other hand, if the intent is to amend the APM in concert with the broader effort of reforming the scale - as is more likely and defensible - then changes to the APM should be developed to harmonize with changes to the salary scale and salary levels and would be reviewed with reference to them. We, therefore, request to see a developed proposal that contextualizes and justifies these or other suggested changes to the language governing off-scale salaries in the APM.

UCPB has already responded in some detail to the overall plan of the work group. Our memo of May 17, 2007 outlined a number of suggestions for how continued modeling of the plan for scale reform and salary raises might progress in order to provide the fullest possible information to faculty. We wished to receive Council's approval to forward those recommendations to the joint

work group. Since it is unclear where our letter is in the review process, I am resubmitting the May 17 memo (enclosed) for Council's disposition.

Sincerely,

Christopher Newfield
UCPB Chair

Copy: UCPB
Executive Director Bertero-Barceló

Enclosure



UNIVERSITY COMMITTEE ON PLANNING AND BUDGET
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May 17, 2006

JOHN OAKLEY
ACADEMIC COUNCIL CHAIR

Re: Plan for Faculty Salary Increases

Dear John,

At its recent meetings of April 17 and May 8, 2007, the University Committee on Planning and Budget (UCPB) was briefed on the recommendations of the Joint Work Group on Faculty Salary Scales, which is chaired by the Provost. The group's recommendations outline a multi-stage plan that is aimed at both reforming the faculty salary scale and increasing faculty salaries to a competitive level. A key element of the plan is to achieve a targeted 24 - 26% increase in salaries over the next few years.

UCPB finds the news of salary increases encouraging in general, but, even after these two discussions, has unanswered questions about how the increases will be funded, how the plan will be rolled out, and what faculty members at different salary levels should expect.

We request that the Provost and the workgroup continue the modeling of the proposed changes with all possible speed, and recommend that, in doing so, they consider the following faculty preferences as expressed in our discussions:

- A two-year (maximum) implementation period is desirable, and greatly preferable to a longer one (3-4 years), both because it will make actual "catch up" more likely and because it will reduce resentment over ongoing salary disparities and scale differentials.
- COLAs and range adjustments should not compete with each other, but rather be additive.

Further, so that the impact and details of the planned increases can be readily understood by all interested parties, UCPB suggests that the modeling also:

- Assess the full costs of the raise, including costs of retirement and other benefits and the share of the costs to be borne by the campuses
- Apply consistent terms that distinguish between the salary goals and the means of paying for those goals.
- Experiment with different ratios of selective and across-the-board salary scales.

- Reflect the workgroup's proposed recommendations (provided to the Academic Council in Chair Oakley's email of 4/23/07), and in particular, price all steps of recommendation #4 (see below) as a package in order to express its clear goal of bringing professorial salary scales to Comparison 8 levels. [Recommendation #4: "Propose a new scale, for the purposes of discussion and analysis, which would change the salary scales substantially upwards in order to capture many of the faculty that are now off-scale"].
- Include in each scenario two specific illustrations of what that plan would look like for, say, an assistant professor IV on a nine month salary and a full professor III on a nine month salary. In each case there should be two iterations, one for an on-scale person, and the other for someone a specified amount off scale.

UCPB asks that these suggestions be discussed with the Academic Council and, with its approval, sent forward to the Provost for consideration by the Joint Work Group on Faculty Salary Scales.

Sincerely,

Christopher Newfield
UCPB Chair

Copy: UCPB
Executive Director Bertero-Barceló



July 12, 2007

JOHN OAKLEY
Chair, Academic Senate

Subject: Proposed amendments to APM 620, policy on off-scale salaries

Unfortunately, the proposed amendments to APM 620 arrived too late in the semester to receive a full review by our division. The following are informal comments by the divisional Committee on Budget and Interdepartmental Relations (BIR). They were not discussed and endorsed by Divisional Council, and therefore do not represent the position of the Division on this issue. We hope, however, that they will help inform the deliberations of this proposal by Academic Council.

The chair of BIR relayed the following on behalf of the committee:

In the interests of transparency, a joint working group of the Office of the President and the Systemwide Academic Senate has proposed a revision to Academic Personnel Manual Section 620 (Off-Scale Salaries for Appointments and Advances). The proposed rewording eliminates language that indicates that offscale salaries are exceptions to policy, and defines a salary as "off-scale" if it exceeds the next step in the published salary scale. This is a necessary but cosmetic fix that will lessen the number of exceptions to policy. We strongly encourage the joint working group to tackle the highly difficult and much more substantial issue of the discrepancy between the UC faculty salary scale and the current academic market.

Sincerely,

A handwritten signature in dark ink, appearing to read 'William Drummond', is shown within a light gray rectangular box.

William Drummond
Chair, Berkeley Division of the Academic Senate

Cc: Carla Hesse, Chair, Committee on Budget and Interdepartmental Relations
Jean Fitz, Manager, Committee on Budget and Interdepartmental Relations



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July 10, 2007

John Oakley, Chair

Assembly of the Academic Senate
Academic Council
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200

Re: System-wide Review of the Proposed Amendments to APM 620, Policy on Off-Scale Salaries

Dear John,

The Davis Division is pleased to provide the following comments on the Proposed Amendments to APM620. In general we do not favor implementing these changes until a clearer picture of how the salary scales will be adjusted emerges. The proposal was forwarded to all standing committees and to the chairs of Faculty Executive Committees in each school/college for review. Response to the proposal was mixed. There is some support for item (i) remove the language indicating that off-scale salaries are an exception to policy. Conversely, some believe off-scale salaries should continue to be an exception to policy. The proliferation of off-scales has created significant differences in the salary, and some believe the resultant inequity contributes to declining faculty morale.

The Davis Division strongly supports adjustment of the salary scales to achieve competitive salary levels with our comparison institutions and agrees that the current reliance on off-scales to generate competitive offers is quite problematic. However, there is little support for use of ranges in recreating faculty salary scales to include what we know now as off-scale. Instead we would suggest using a target salary that captures the majority of faculty on the single number scale. Rather than using a mean or median value, the specified salary should be one that captures the majority of the faculty- 80% or more, depending upon what an acceptable level of off-scale salaries might be. The UC Salary Scale with steps, being used to define equal pay for equal merit, has historically been one of the strengths of our institution and should be maintained. The creation of a flexible salary scale similar to those at many other institutions will lead to a host of problems centering on who and how the actual salary will be set. The result will like still mean significant discrepancies between people at the same level of merit (i.e., step). Moreover, recreating the salary scales, as proposed, will create new problems. Without clear guidelines for expectations of salary within a range, faculty will likely appeal actual salary levels awarded at the time of advancement, creating a significant time burden for senate committees and administrators. A single salary value with clear criteria for any off-scale is still attractive. At the very least, it would be necessary to specify how the new salary would be determined at each merit since APM 620-18 would no longer apply to salaries augmented by an amount less than the difference to the next step. We expect unwanted complications to arise no

June 10, 2007

Page two

matter how a new salary scale is defined. Many faculty members are currently off-scale due to recent faculty hires and efforts to retain faculty. UC's salary scale is far below what our competitors offer.

We acknowledge and support recent discussions with Office of the President to adjust faculty salary scales to a competitive level and anticipate an opportunity to review a concrete plan for increasing faculty salaries, including details on how increases will be funded. However, the large fraction of faculty with off-scales is just a symptom of the problem. Returning UC faculty salaries to achieve equity amongst faculty would improve conditions and help improve faculty morale.

Sincerely,

A handwritten signature in black ink, appearing to read "Linda F. Bisson". The signature is fluid and cursive, with the first name "Linda" being more prominent.

Linda F. Bisson

Professor of Viticulture & Enology

Chair of the Davis Division of the Academic Senate



Office of the Academic Senate
2300 Berkeley Place South
Irvine, CA 92697-1325
(949) 824-2215 FAX

July 10, 2007

John Oakley, Chair, Academic Council
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200

RE: Systemwide Senate Review of the Proposed Amendments to APM 620, Policy on Off-Scale Salaries

After reports by the relevant Senate committees, the Irvine Division Academic Senate Cabinet reviewed the proposed language modifications prepared by the Work Group on Faculty Salary Scales:

- i. Remove language indicating that off-scale salaries are exceptions to policy; and
- ii. Change the language defining off-scale so that the new scales may include the range between the scales as "on-scale" salaries.
- iii. Remove all limits on off-scale salaries (by deleting 620-16).

The majority of the Cabinet supported the amendments to remove any wording that refers to off-scale salaries as requiring exceptional approval. However, the Council on Faculty Welfare opposed this and forwarded several other concerns:

- CFW opposed removing the term "exceptional" in regard to the use of off-scale pay as this approach would normalize the dissociation between rank and salary and simply hide equitable procedures. A parallel relationship between pay and peer-review was the basis on which UC could claim that it avoided favoritism and compensated faculty equitably.
- The CFW opposed replacing the parallel relationship between points on the merit scale and points on the pay scale with a point-based merit scale that would map onto a range of salaries to be determined administratively as this give more power to the administration, which would raise concerns about favoritism both perceived and real. Due to gender differences in negotiation, this might also exacerbate the issues of gender pay disparities.
- The CFW opposed the proposal to define off-step pay as a situation in which pay is above that for the next step because this leaves pay at the level of the next step in the odd position of being neither on nor off step.

The Irvine Division appreciates the opportunity to comment on this important issue.

A handwritten signature in blue ink that reads "Martha McCartney". The signature is fluid and cursive, with a large loop at the end.

Martha McCartney, Senate Chair

C: María Bertero-Barceló, Executive Director, Academic Senate



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June 26, 2007

Professor John Oakley
Chair of the Academic Council
1111 Franklin Street, 12th Floor
Oakland, CA 94607

In Re: Proposed Revisions to APM 620

Dear John:

Thank you for the opportunity to opine upon the Proposed Revisions to the Academic Personnel Manual 620. Upon receipt of the request for review, I invited all standing committees of the Academic Senate to opine. Additionally, I specifically requested that the following Senate Committees opine: Council on Academic Personnel, Council on Planning and Budget, and the Executive Board.

While the UCLA Academic Senate is in favor of the general concept of the proposal, it requires more information and certain provisos before it can lend its support to this important measure. Please allow me to explain.

1. As the Council on Planning and Budget points out, "the language of the amendments can be interpreted as making off-scale salaries unexceptional, or as simply an effort to define most such salaries away." If this is the intention, UCLA would object that eliminating limits altogether on off-scale salaries both opens the door to possible abuse and further diminishes the meaning of the existing scale. However, if the intent is to amend the APM in concert with the broader effort of reforming the scale, then changes to the APM should be developed to harmonize with changes to the salary scale and salary levels and should be reviewed with reference to them. We, therefore, request to see a developed proposal that contextualizes and justifies these or other suggested changes to the language governing off-scale salaries in the APM.
2. It appears that no sources of funding for a major revamping of the salary scales have yet been identified. Until such sources are identified, it is impossible to argue for or against the proposal. Would this be a semantic exercise? If not, from where would these funding streams materialize, and at whose expense?

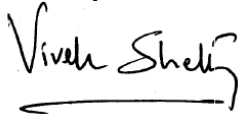
Moreover, the language indicating that the COLA this year would be reduced to pay for the scale adjustment is ambiguous, and appears to be inconsistent with what President Dynes indicated would be policy (per the UCLA UCAP representative). President Dynes reportedly remarked

that, even if the state budget did not fund salary increases, funding would be found from other aspects of the budget. Why, then, would the COLA be reduced to 2.5%, a rate below inflation?

3. As the Council on Academic Personnel remarks, “The status of Full Profess step 9 and Full Professor above scale is not well defined in the proposal.” Since there is no higher step than step 9, and since ‘off scale’ is simply defined as above the next step, an ambiguity arises. Moreover, CAP points out, “If the scale at step 9 is raised, it may end up at a higher level than some current above-scale salaries. So faculty with such salaries would have the prestige of being above scale (“Distinguished Profess of...”) and the reward of being below scale.”
4. CAP noted that, since much of the faculty is presently off scale at UCLA, it may well have been the case that those still on scale were left there deliberately when personnel decisions were made. Pushing up the scale as proposed will mainly help faculty who are presently on scale or not off scale very much. This means that the vast majority of faculty would get no benefit from the increase in scale even while they are asked to subsidize (through decreased COLA) the increase in salary to faculty who remain on scale.

I have attached the various responses from the committees at UCLA. Please do not hesitate to contact me, should you have any questions. UCLA looks forward to further review of the matter as the policy is further developed.

Sincerely,

A handwritten signature in black ink that reads "Vivek Shetty". The signature is fluid and cursive, with a horizontal line underneath the name.

Vivek Shetty
Chair, UCLA Academic Senate

Cc: Maria Bertero-Barcelo, Executive Director of the Systemwide Senate
Jaime R. Balboa, Chief Administrative Officer of the UCLA Academic Senate



MEMORANDUM

Academic Senate Executive Office
Los Angeles Division
3125 Murphy Hall
140801

June 19, 2007

TO: Vivek Shetty, Chair, Academic Senate

FR: Malcolm Gordon, Chair, Council on Planning and Budget

RE: Council on Planning and Budget Comments on Proposed Amendment to APM 620

UCLA Council on Planning and Budget (CPB) discussed the proposed changes at its regularly scheduled meetings on May 7 and June 4, 2007. There was unanimous agreement among Council members that the intent of the changes is good, but that the timing of this proposal is not right. The recommendation is that Senate action on the proposal should be deferred until several important conditions have been met.

1) The proposed changes are clearly part of a major effort to revitalize, improve, and change the salary structure and scales for the entire university. That effort is essential, but the context for the proposed changes is not given. The Council is not willing to offer commentary on policies that are not supplemented by an explanatory written proposal. We are surprised that no justification or background material accompanies the suggested APM language changes, and so are left with many unanswered questions.

2) The language of the amendments can be interpreted as making off-scale salaries unexceptional, or as simply an effort to define most such salaries away. If this is the intention, then CPB would object that eliminating limits altogether on off-scale salaries both opens the door to possible abuse and further diminishes the meaning of the existing scale. On the other hand, if the intent is to amend the APM in concert with the broader effort of reforming the scale, then changes to the APM should be developed to harmonize with changes to the salary scale and salary levels and should be reviewed with reference to them. We, therefore, request to see a developed proposal that contextualizes and justifies these or other suggested changes to the language governing off-scale salaries in the APM.

3) To CPB's knowledge, no sources of funding for a major revamping of the salary scales have yet been identified. Until such sources are found we fear that the proposed changes will be simply a semantic exercise.

CPB looks forward to reviewing a revised proposal in due course.

cc: Jaime Balboa, Chief Administrative Officer, Academic Senate
Elizabeth Bjork, Vice Chair, Academic Senate
Linda Mohr, Assistant Chief Administrative Officer, Academic Senate
Council on Planning and Budget Members



MEMORANDUM

Academic Senate Office
3125 Murphy Hall
140801

June 5, 2007

Vivek Shetty, Chair
Academic Senate
3125 Murphy Hall

Dear Chair Shetty,

APM 620

UCLA-CAP was recently asked for its views on proposed revisions of the Call and UC policy with regard to salary scales and off-scale salaries (APM 620). We discussed the proposal and endorse it with the following provisos.

1) The status of Full Professor step 9 and Full Professor above scale is not well defined in the proposal. Off scale is to be defined as above the next step. But at step 9 there is no next step. Moreover, if the scale at step 9 is raised, it may end up at a higher level than some current above-scale salaries. So faculty with such salaries would have the prestige of being above scale ("Distinguished Professor of ...") and the reward of being below scale.

2) The language indicating that the COLA this year would be reduced to pay for the scale adjustment is ambiguous and not in keeping with what President Dynes was reported by our representative to UCAP to have indicated would be UC policy. President Dynes is reported to have said that even if the state didn't provide the money for the scale adjustment, the administration would take the funds needed out of other components of the UC budget. If that is the policy, it is not clear why the COLA is to be cut to 2.5%, a level below the rate of inflation.

3) Pushing up the scale as proposed will mainly help faculty who are currently on scale or not off scale by very much. The further off scale someone is, the less likely it is that the raising of the scale will push up his/her salary. In fact, the estimate reported by our UCAP representative was that the proposed scale adjustment would put 23% of the faculty who are now off scale now back on the scale. So roughly 3/4 of the faculty would get no benefit from the jump in the scale and yet, as above, "pay for" the scale adjustment with a reduced COLA. It was further noted that since much of the faculty is now off scale, those who remain on scale may be faculty who were deliberately left there when personnel decisions were made.

CAP assumes that these matters will be further discussed with the administration and relevant Senate committees before the proposal is modified as appropriate. We support the concept of the proposal but would like the issues raised above to be addressed.

Sincerely,

A handwritten signature in blue ink that reads "Howard A. Reber".

Howard A. Reber
Chair, CAP

UNIVERSITY OF CALIFORNIA

BERKELEY • DAVIS • IRVINE • LOS ANGELES • MERCED • RIVERSIDE • SAN DIEGO • SAN FRANCISCO



SANTA BARBARA • SANTA CRUZ

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July 9, 2007

**JOHN OAKLEY, CHAIR
ACADEMIC COUNCIL**

RE: Proposed Changes to APM 620 – Off-Scale Salaries

The Merced Divisional Council has reviewed the proposed changes to APM 620 and enthusiastically endorses the Work Group on Faculty Salary Scales proposed amendments that would (i.) Remove language indicating that off-scale salaries are exceptions to policy; and (ii.) Change language defining off-scale so that the new scales may include the range between the scales as “on-scale” salaries.

A handwritten signature in black ink, reading 'Shawn Kantor'. The signature is written in a cursive, flowing style.

Shawn Kantor, Chair

cc: Division Council Members
Senate Director Clarke



CHAIR, ACADEMIC SENATE
RIVERSIDE DIVISION
UNIVERSITY COLLEGE BUILDING, RM 225

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July 2, 2007

John Oakley
Professor of Law
Chair, UC Systemwide Academic Senate
1111 Franklin St., 12th Floor
Oakland, CA 94607

Dear John:

**RE: SYSTEM-WIDE SENATE REVIEW OF THE PROPOSED AMENDMENTS TO
APM 620- POLICY ON OFF-SCALE SALARIES**

The Committee on Academic Personnel which reviewed the amendments indicated that "We recognize that these proposed changes are largely cosmetic and semantic and they fall far short of the revision to the salary scales that will be required to fix a system near collapse." "Nevertheless, we endorse these changes as a desirable first step and recommend their approval."

The Committee on Faculty Welfare (CFW) also reviewed the amendments and below are some of their comments:

"With regard to the proposed changes in APM 620, CFW was disappointed that the document we received was not accompanied by any rationale for the proposal or any analysis of the potential long term consequences, either positive or negative, of its adoption and implementation."

"In the absence of such a rationale CFW assumes that the major goals of the proposed changes in APM 620 are to (1) quickly (if temporarily) reduce the number of faculty who have off-scale salaries and (2) remove the adjective "exceptional" from the use of most or all off-scale salaries that will be instituted in the future. CFW appreciates the need to achieve these goals and in terms of fulfilling them has no objections to the revisions in APM 620."

"CFW wishes to emphasize that these revisions do nothing to address the facts that UC faculty salaries remain below competitive levels and that until this situation is remedied, off-scale salaries will continue to be used by all campuses to recruit and retain faculty in order to maintain the quality of the University."

Sincerely,

A handwritten signature in black ink, appearing to read "Thomas Cogswell", is written over a horizontal line.

Thomas Cogswell

Professor of History; and
Chair of the Riverside Division



OFFICE OF THE ACADEMIC SENATE

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July 11, 2007

Professor John Oakley
Chair, Academic Senate
University of California
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200

Re: Systemwide Senate Review of Proposed Amendments to APM 620, Policy on Off-Scale Salaries

Dear John:

In response to your request of May 1, the San Diego Division received comment from cognizant committees and then considered the Proposed Amendments at its June 18, 2007 Senate-Administration Council meeting.

The following specific comments were noted:

- 620-0.a. The modifications here remove any suggestion that an off scale salary should be considered unusual.
- 620-0.c. The original text prohibited an off scale salary from being below the published scale for that rank and step; we trust this remains implicit in the policy.
- 620-16, 620-24.b. Removing these sections essentially removes any policy-based ceilings on off-scale salaries.

Recognition of the issues relating to UC faculty salary scales is widespread, and the proposed amendments were supported. At the time the committees were convened, reviewers were disappointed that the proposed changes were not part of a bigger package aimed at the fundamental issue. Deep concern was expressed that the proposed amendments, especially defining "on-scale" salaries as a range, appeared to represent a rationalization of the current system rather than address the urgent issue of the University's compromised ability to compete for top faculty while remaining in compliance with published salary scales. Reviewers also thought that only a substantial increase in the base salary scales, across all disciplines and faculty ranks, would permit the University to retain its prominence as one of the world's leading universities and that the Academic Senate should continue to insist that this be a primary focus of the administration. Since committee and reviewer comments were finalized, the Academic Council has been made aware of new initiatives by President Dynes and Provost Hume in regard to enhancing the competitiveness of faculty salaries systemwide; doubtless the faculty whose opinions are represented here would support that movement.

Sincerely,

A handwritten signature in black ink, appearing to read "Henry C. Powell", with a long horizontal flourish extending to the right.

Henry C. Powell, Chair
Academic Senate, San Diego Division

UNIVERSITY OF CALIFORNIA, SAN FRANCISCO

ACADEMIC SENATE



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Deborah Greenspan, DSc, BDS, Chair
David Gardner, MD, MS Vice Chair
Mary J. Malloy, MD, Secretary
Jean Olson, MD, Parliamentarian

June 14, 2007

John Oakley
Professor and Chair, Academic Council
University of California Academic Senate
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200

RE: Divisional Response to Proposed Amendments to APM 620;
Proposed Policy for Off-Scale Salaries

Dear Chair Oakley,

The San Francisco Division has reviewed the Proposed Amendments to APM 620, Policy on Off-Scale Salaries. This proposal was reviewed and discussed by the UCSF Academic Senate Coordinating Committee, the UCSF Committee on Academic Personnel, the UCSF Committee on Academic Planning and Budget, and an Academic Senate task force representing all four schools of UCSF.

The San Francisco division hereby expresses its support for these Amendments.

The reviewing bodies understand that while these changes are intended to bring policy into line with practice, this is, hopefully, the first of many steps which will expand salary ranges, increase faculty salaries, and bring faculty salary scales to a position competitive to our comparison institutions. The reviewing bodies also recognize that these goals are beyond the scope of these proposed modifications to the APM and will be attempted by the Office of the President's Work Group on this issue.

If you have any questions or need additional information, please do not hesitate to contact me at 415-476-0575, greenspan@dentistry.ucsf.edu or Academic Senate Senior Analyst Wilson Hardcastle at 415-476-4245, or wilson.hardcastle@ucsf.edu.

Sincerely yours,

A handwritten signature in black ink that reads "Deborah Greenspan". The signature is written in a cursive, flowing style.

Deborah Greenspan, DSc, BDS
Professor and Chair
San Francisco Division

cc: Maria Bertero-Barcelo, Executive Director, UC Academic Council



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Joel Michaelsen, Chair
Claudia Chapman, Executive Director

June 13, 2007

John Oakley, Chair
Academic Council

RE: Proposed Changes to APM 620

Dear John:

The Santa Barbara Division has completed its review of the proposed changes to APM 620. The proposed revisions reflect the reality that most UC faculty are off-scale, and that off-scale is the norm and not the exception. It is understood that the proposed changes are part of a broader plan to raise salary scales by 24-26% over the next 2-4 years. This context is important because the proposed changes would accomplish little beyond regularizing a broken salary structure, a structure characterized by uncompetitive salaries and inequities such as salary inversion across steps and ranks.

Re-defining off-scale to include faculty with off-scale salaries greater than the next step will reduce the number of faculty that are off-scale. However, unless the dollar amounts pegged to steps in the salary scale are adjusted upward significantly to reflect salaries at or greater than the Comparison Eight institutions, the percentage of faculty with off-scale salaries (new definition) will swell again rapidly.

Deletion of APM 620-16 is not supported at this time. While we agree that such simplifications should be made at some time, this change is premature. The deletion of APM 620-16 by itself would facilitate a further disconnect between scale and actual salaries. Key beneficiaries appear to be administrators who have routinely approved exceptions and are now concerned about public disclosure. A package of changes that restores a more realistic (higher) salary scale would help alleviate suspicions that the proposed change is mainly about "scandal-proofing" the APM. Credibility would be enhanced if funding sources were identified early in the process to ensure that the package is not just redistributing the salary pool from off- to on-scale faculty.

In addition, deletion of the section by itself would result in lack of proper guidelines for merit and promotion cases in the near future. For example, the current guidelines, while flawed, do establish upper-limits for off-scale salary increases and assist departments in making salary recommendations during merit and promotion cases. By removing these guidelines before a new step system is in place, departments will no longer have an upper-limit to guide them, leading to a considerable increase in uncertainty. Given the contentious nature of faculty salaries, the concern is that these policies may lead to greater disparities and greater tension within and between departments.

We note that APM 620-18 is unchanged and, in light of revised 620-a-b (new definition of off-scale), is ambiguous. It is unclear if a range adjustment (COLA) would be applied to the actual salary, as long as the salary is less than the next step, or if such adjustments would be applied to the salary for that step on the salary scale and exclude the supplement. If, for example a faculty member were Professor III with a salary \$100 below Step IV, would the range adjustment be on the faculty member's actual salary (they are not off-scale in the new definition)?

Lastly, we assume that the issue of proposing changes to an obsolete version of APM has been worked out. It was noted that the web had a previous version posted.

Sincerely,

A handwritten signature in cursive script, reading "Joel Michaelsen".

Joel Michaelsen
Divisional Chair

Cc: Executive Council



1156 HIGH STREET
SANTA CRUZ, CALIFORNIA 95064

Office of the Academic Senate
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125 CLARK KERR HALL
(831) 459 - 2086

July 12, 2007

John Oakley, Chair
Academic Council

RE: System-wide Senate Review of the Proposed Amendments to APM 620, Policy on Off-Scale Salaries

Dear John,

Following our long-established practices, the Santa Cruz Division has sent out for comment the proposed changes to APM 620 to the committees with authority over matters of relevance to APM 620. These included: the Committee on Academic Personnel, the Committee on Affirmative Action and Diversity, the Committee on Career Advising, the Committee on Faculty Welfare, the Committee on Planning and Budget, and the Committee on Privilege and Tenure. This letter draws on the responses of all of the committees consulted, and it relies most heavily on the letter from the Committee on Planning and Budget attached here.

At first glance, there appears to be no problem to the changes proposed to the Academic Personnel Manual. Certainly there is something to be gained from a change in language that will prevent the press from characterizing UCSC as wantonly breaking its own rules left, right, and center.

Upon closer scrutiny, the proposed changes to APM 620 do present problems, primarily because they leave unspecified the issue of salary ranges. In the cover letter dated May 1, 2007, and prepared by Maria Bertero -Barceló on your behalf, it is noted that the Work Group intends the amendments to: i.) remove language that makes off-scale salaries exceptions to policy; and ii.) change the language from a point-system to a range-system. Careful reading of the proposed changes leaves me feeling certain about the first intent and quite uncertain about the second. Where, exactly, does the new language indicate, directly or indirectly, that for each step in rank (within given areas or disciplines) there will be constructed a salary scale such that each title will have a minimum and maximum salary associated with in?

At present, without clarity about the concept of a range, we cannot make sense of the proposed changes to 620-0 b. Does the phrase "exceeds the next step" mean "exceeds the minimum point of the next step" or "exceeds the maximum point of the next step"? Everyone who has been present for the discussions of salary changes might easily feel that the answer is obvious, and surely it must mean "exceeds the maximum." But documents such as the APM are meant to exist on their own and should not rely on first-hand knowledge of information not present in the document.

While our main opposition to the changes derives from a strong desire for clarity, we have a second reason to oppose the changes. We worry that the system will suffer greatly if we change the "exception to rule" policy without simultaneously specifying that the range of salaries must be relatively narrow, such that, for example, the minimum point in a range is never less than 75% or 90% of the maximum point.

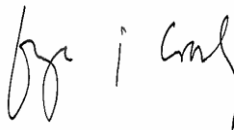
Wide ranges in the new system would be extremely destructive of the traditional merit system and could exacerbate the stratification of campus if the proposed changes to the APM were adopted. If the ranges are wide, the proposed changes are in fact very dangerous. Stated another way: if the proposed changes to APM 620 are to be beneficial, they must be accompanied by an explicit statement of narrow salary ranges.

To see why we make such a bold statement, imagine two scenarios. In the first, assume that the new ranges (on the general campuses) for Associate Professor 3 and for Associate Professor 4 are \$60,000 - \$80,000 and \$80,000 - \$100,000 respectively. In the second scenario, assume ranges of \$65,000 - \$71,000 and of \$80,000 to \$88,000. If APM 620 is changed as proposed, the two scenarios could play out quite differently. Under the first, the University might have some Associate Professor 3 faculty earning 60% of what other Associate Professor 3 faculty are earning. Under the second scenario, there might be some Associate Professor 3 faculty earning 74% of other Associate Professor 3 faculty.

In closing, the UC Santa Cruz Division would like Council to instruct the Work Group to make further refinements and modifications before submitting the proposed changes to Assembly for adoption.

Thank you.

Sincerely,

A handwritten signature in black ink, appearing to read "Faye J. Crosby". The signature is fluid and cursive, with the first and last names being more prominent than the middle initial.

Faye J. Crosby, Chair
Academic Senate
Santa Cruz Division

July 3, 2007

Senate Chair Faye Crosby
Academic Senate

Re: APM 620

Dear Faye,

The Committee on Planning and Budget (CPB) is writing in response to the call for review and comment on the changes to APM 620 proposed by the President's Work Group on Faculty Salary Scales.

As noted in the Senate Executive Director letter of May 1, 2007, the charge of this work group is to recommend steps that UC ". . . should take to continue to attract and retain faculty through a competitive and effective system of compensation, while also retaining the benefit of a rigorous and effective post-tenure review."

First, CPB wishes to note that the proposed language amendments are presented as the first of the steps to be taken in this overall effort. The committee opposed taking such a step in isolation, separately from other salary scale related policy changes. Instead, all of the steps should be considered as a package in order to be effective. Changes made to the APM with such proper contextualization could lead to confusion or possible abuse, as we detail.

Second, we do not want to lose the opportunity to comment specifically on the proposed changes to APM, which raise the following concerns.

1. CPB finds the proposed revisions to be ambiguous: The May 1, 2007 letter interprets these revisions as "...includ[ing] the range between the scales as on-scale salaries". We assume that the term "scales" in this context is equivalent to a series of "steps" in the APM 620 and that the "steps" themselves will continue to be defined as constants rather than ranges in themselves. (If "steps" are instead to be understood as ranges, is it the upper or lower bound of that range that determines the definition of "off-scale" salaries given in the revision of APM 620?)

These questions derive from the fact that the revision of the APM explicitly defines "off-scale" salaries but defines "on-scale" salaries only by implication.

2. The implied redefinition of "on-scale" salaries as ranges rather than numbers implicitly endorses the current inequities in faculty salaries among the campuses and encourages the magnification of these inequities. The proposed revisions effectively authorize existing and proposed shadow scales at each of the campuses of UC, with the richer campuses benefiting disproportionately. UCOP has already proposed and implemented slotting for administrative

salaries by campus; the proposed revision of APM effectively authorizes a corresponding slotting of faculty salaries.

The slotting of faculty salaries and/or differential shadow scales at the various campuses undermine rather than facilitate "...a competitive and effective system of compensation" across UC. Differential shadow scales among the campuses are at odds with the evaluation of *individual* faculty performance under "...a rigorous and effective post-tenure review."

3. As noted in the May 1, 2007 letter, the APM revisions "[r]emove language indicating that off-scale salaries are exceptions to policy." We are concerned that the proposed revisions create an administrative environment in which no off-scale salary or pattern of off-scale salaries, no matter how high, would be considered exceptions to policy requiring higher administrative review. If this change in APM language is in part a public relations gesture, intended to blunt criticism by the media concerning the uses of policy exceptions at the University of California, it may be found that the removal of administrative review proposed here has the opposite effect.

Sincerely,

A handwritten signature in black ink, appearing to read 'Susan Gillman', with a stylized flourish at the end.

Susan Gillman, Chair
Committee on Planning and Budget