



Robert L. Powell
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Chair of the Assembly and the Academic Council
Faculty Representative to the Board of Regents
University of California
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200

May 30, 2013

SUSAN CARLSON, VICE PROVOST
ACADEMIC PERSONNEL

Dear Susan:

The Academic Council discussed the campus salary equity plans at its April 2013 meeting. I asked UCAAD, UCAP and UCFW to review the plans in detail, and asked divisions to comment on their own campus plans. The responses of all three committees were very critical of the submissions. Council focused on two issues: 1) the lack of detail provided by approximately half of the campuses, particularly on data-collection methodology, and 2) the need for more robust consultation with the Senate in developing the plans. Council requests that campus administrators be directed to consult with their local committees on Faculty Welfare, Diversity, and Academic Personnel in developing the studies.

Following the Council meeting, UCAP discussed the plans again and in a letter on May 21 suggested that the campus studies should examine how quickly faculty progress through steps and their pay level at each step, and that each campus provide firm deadlines for the completion of the study and implementation of any resulting recommendations. UCAAD advised that the plans should address the points made in the President's letter of September 11, 2012, and that they should provide "explicit detail on their data-collection methodology and – most importantly – provide a clear process by which strategies for correction of any deficiencies or shortfalls will be identified and how those corrections will be implemented and disseminated."

Finally, although each campus appreciated the opportunity to develop its own campus-specific analysis and plan, several divisional chairs mentioned that they would benefit from sharing best practices regarding methodology and implementation strategies. These chairs, as well as UCAP, suggested that your office convene a committee to develop a set of common metrics to help guide further development of the plans, provide a consistent approach, and allow for comparisons.

Council appreciates your leadership and interest in ensuring equity at the University of California.

Sincerely,

A handwritten signature in black ink that reads "R.L. Powell". The signature is written in a cursive style with a large, looped "P" and "W".

Robert L. Powell, Chair
Academic Council

Cc: Provost Dorr
Academic Council
Martha Winnacker, Senate Executive Director



UNIVERSITY COMMITTEE ON ACADEMIC PERSONNEL (UCAP)
Harry Green, Chair
harry.green@ucr.edu

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May 21, 2013

BOB POWELL, CHAIR
ACADEMIC COUNCIL

RE: SALARY EQUITY STUDIES

Dear Bob,

UCAP had a second discussion about the campus salary equity studies during its May 8th meeting. With the exception of UCSC, UCSB, UCSD and UCI, UCAP finds that the plans are not comprehensive. The committee strongly recommends that the Academic Council explain the importance of undertaking this analysis to those campuses with unacceptable plans.

UCAP members appreciated the substantive information provided by UCSC, UCSB, UCSD and UCI. Those campuses with limited plans would benefit greatly from consulting with the campuses that have developed metrics and conducted some analysis. UCAP believes it is important to clarify that the purpose of the analysis is to identify differences, not discrimination.

It will be helpful for all of the campuses to share the issues related to equity that they uncover as well as what the response will be if they do find a lack of equity. UCAP also suggests that the campuses should be asked to look at both how fast faculty progress through the steps as well as how well they are paid as they advance.

Finally, UCAP requests that the campuses provide firm dates and deadlines for when this work will be conducted.

Sincerely,

A handwritten signature in blue ink, appearing to read "Harry Green".

Harry Green, Chair
UCAP



Office of the Academic Senate
307 Aldrich Hall
Irvine, CA 92697-1325
(949) 824-2215 FAX

March 21, 2013

Robert Powell, Chair, Academic Council
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200

RE: Salary Equity Plans

The Irvine Division Academic Senate has reviewed the plan for Campus Faculty Salary Equity Studies submitted by Interim EVC & Provost Bryant. The Senate has been very involved in the discussion of faculty salary equity for several years, and works closely with the UCI ADVANCE Program for Faculty Equity and Diversity.

The Senate will continue to monitor this issue, and will be involved in the ongoing assessment of potential inequity issues either in campus-wide or individual cases through the divisional Council on Faculty Welfare.

The Irvine Division appreciates the opportunity to comment.

A handwritten signature in cursive script that reads "Mary C. Gilly".

Mary C. Gilly, Senate Chair

C: Martha Kendall Winnacker, Executive Director, Academic Senate



OFFICE OF THE ACADEMIC SENATE

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April 22, 2013

Professor Robert Powell
Chair, Academic Council
University of California
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200

Subject: Review of Campus Faculty Salary Equity Plans

Dear Bob,

The campus faculty salary equity plans were transmitted to the appropriate Divisional committees, and Senate Council discussed the plans at its meeting on April 1, 2013.

San Diego Division reviewers support the development of faculty salary equity plans on each of the campuses. Although methodologies vary among the campuses, reviewers hope that a set of "best practices" regarding methodology and implementation strategies can eventually be distilled to help guide further development of the plans and provide a basic consistency in approach.

Reviewers would have preferred to have been involved in development of the San Diego campus's plan, particularly because Committee reviewers and Senate Council members question key aspects of the methodology currently being used on this campus. Indeed, we note that the approach has not been formally reviewed by the Senate Council for more than ten years.

Thank you for the opportunity to comment.

Sincerely,

A handwritten signature in black ink, appearing to read "T. Guy Masters".

T. Guy Masters, Chair
Academic Senate, San Diego Divisioncc: Divisional Vice Chair Pogliano
Executive Director Winnacker



University of California
San Francisco

Academic Senate
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Robert Newcomer, PhD, Chair
Farid Chehab, PhD, Vice Chair
Brad Hare, MD, Secretary
Anne Slavotinek, MD, Parliamentarian

April 23, 2013

Robert L. Powell, Chair
Academic Senate
University of California
Office of the President
1111 Franklin Street
Oakland, CA 94607
Re: Review of Proposed Salary Equity Plans

Dear Chair Powell:

The San Francisco Division of the University of California Academic Senate has reviewed the proposals for examining salary equity at the respective campuses.

Pursuant to your inquiry, the UCSF Academic Senate, through the Committees on Academic Personnel, Equal Opportunity, and Faculty Welfare here provides a review of the Academic Affairs Office's proposed plan.

Unlike the other campuses, ours is oriented through school, rather than being campus wide. The principle has been accepted by administration, but the specific methods within each school for doing their study remains to be formalized. This is a frustration to our committees. However, in fairness to administration, we do know that the design will take advantage of existing administrative data systems. These are routinely used to generate salary ranges by gender, series and step; and are capable of finer grain analysis, such as by department, race/ethnicity. The UCSF Academic Senate will be actively involved with the implementation of the designs and analyses.

Committee on Academic Personnel (CAP)

Members commented that UCSF's method of a school-by-school review could lead to inherent disparities in evaluating the campus as a whole. There is no current guarantee that the school plans will be comparable once completed. CAP members recommend standardization across the campus.

CAP members recognize that UCSF is different among the UC campuses as only 15% of UCSF faculty members are appointed to the Ladder Rank series and the practice of splitting FTEs happens with far less frequency here than at other campuses. The data should also

include justifications related to some faculty members' clinical work. For example, there is a salary minimum for clinical pathologists or pediatric cardiology surgeons which is far above the minimum for other faculty members, and which could alter overall faculty data if aggregated with all salary data without that acknowledgement.

Also CAP members wondered if a disparity was discovered, how would it be disclosed and addressed? Is UCOP Academic Affairs creating a global method to examine disparities? There may be systemic issues that only an overall analysis would catch.

Separately, CAP members wondered about site equity within an individual campus. Especially at locations with medical centers and/or Veterans' Affairs Medical Centers--such as UCSD or UCLA--, there most likely are salary equity disparities between the sites.

Equal Opportunity Committee (EQOP)

EQOP members commented that while all the current faculty tracks are to be included in the assessment, it doesn't include faculty from the Veterans' Association Medical Center (VAMC) or smaller research units like the Howard Hughes Foundation. Members also wished the report for UCSF had details on each school's methodology.

Separately, members were concerned that some of the UCSF professional schools have reported that due to the small numbers there will only be a review of the data on a case-by-case basis, so as to avoid the ability to identify any particular individual. Also, this Campuswide report would just be a conglomeration of four separate faculty salary equity studies with different metrics being used for each.

Committee members appreciated that all UCSF schools had promised to conduct these surveys regularly, but wondered what the schedule would be as it was unclear if schools would be able to conduct an annual survey although it's requested. Members look forward to seeing updates on the creation of a Campuswide steering committee and mechanism to review the reports and develop methods of response and plans of action, with a report to Systemwide by June 2014.

Committee Faculty Welfare (CFW)

CFW members assessed that the UCSF plan seemed thin in comparison to the other campuses. They questioned if there was insufficient volume of faculty at UCSF to do the same type of modeling as conducted by UCSD or UCSB.

CFW members also questioned the validity of allowing each school to conduct its own analysis if results were going to be combined ultimately. On this point, committee members hoped a methodology had been developed by Academic Affairs for assessing different criteria, if they had not already developed one. If not, it could suggest that UCSF is waiting for complaints to arise before acting.

Members wondered if the greater issue at UCSF was the Z factor in a salary, not the X or Y components as there are fewer off-scale faculty at UCSF than at other campuses. (More information about the UCSF salary components, "X, Y and Z", may be found [here](#)).

Thank you for the opportunity to review these proposed plans.

Sincerely,



Robert Newcomer, PhD
Chair, UCSF Academic Senate

From: Joe Konopelski [joe@ucsc.edu]
Sent: Monday, March 18, 2013 4:25 PM
To: Clare Sheridan
Subject: Re: Salary equity plans

Dear Clare,

On the Santa Cruz campus, CAP, CAAD and CFW all opined on, and all agreed with, the salary equity plan for the campus.

Cheers,
joe

On 3/6/2013 2:52 PM, Clare Sheridan wrote:

SENATE DIVISIONAL CHAIRS

As you requested, I have enclosed the campus salary equity plans for your information. Chair Powell would appreciate knowing whether there has been formal input or review by the divisional Senates of your respective campus plans and welcomes divisional comment. In addition, he has asked UCAAD, UCAP and UCFW to review them. We anticipate discussing the plans at the April Council meeting.

Best,

--Clare

Clare Sheridan, Ph.D.
Principal Policy Analyst
Academic Senate

510.987.9467

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chair, UCSC Academic Senate
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April 11, 2013

BOB POWELL, CHAIR
ACADEMIC COUNCIL

RE: SALARY EQUITY STUDIES

Dear Bob,

UCAP reviewed the Salary Equity Studies during its meeting on March 13th. The committee recommends that equity should be the focus, not just salary equity, and there should be a good definition of equity. A second recommendation is that a set of the same metrics should be used across the campuses to allow for comparison.

Sincerely,

A handwritten signature in blue ink, appearing to read "Harry Green".

Harry Green, Chair
UCAP



Manuela Martins-Green
Telephone: (951) 212-4329
Email: Manuela.Martins@ucr.edu

Chair of the Committee for Affirmative Action and Diversity
University of California
Office of the President
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200

April 22, 2013

ROBERT POWELL, CHAIR
ACADEMIC COUNCIL

RE: Salary Equity Plans

Dear Bob:

At its meeting on April 18, UCAAD, at your request, reviewed the proposals from each Campus describing their plans for addressing faculty pay equity problems. As a group, we were surprised at the lack of effort that most campuses seemed to have put into responding to the President's charges, in making the appropriate plans for addressing the problem and in preparing their proposals. This lack of attention is particularly glaring in light of the extended deadline the campuses were granted.

In our opinion, the campuses should provide explicit detail on their data-collection methodology and – most importantly – provide a clear process by which strategies for correction of any deficiencies or shortfalls will be identified and how those corrections will be implemented and disseminated. Even the best campus plans neglected to demonstrate significant strategies for remediation and dissemination. We believe that such plans cannot be addressed in 2-3 pages (the majority of the reports) much less in 2/3 of a page as done by one of the campuses.

We would like to request that the Provost revisit this request on the campuses so that the proper plans can be put in place as soon as possible in order that serious inequalities in pay can be corrected as we move forward. Those plans should address all of the President's requests in his letter of September 11th 2012, in particular those enumerated in the first bullet.

Thank you for giving us the opportunity to review the plans and share our feedback. Please let us know if you have any questions or concerns.

Sincerely,

A handwritten signature in cursive script that reads "Manuela Martins - Green".

Manuela Martins-Green, Ph.D.
Chair, UCAAD

Copy: Martha Winnacker, Academic Senate Executive Director
UCAAD Members
Clare Sheridan, Principal Policy Analyst



UNIVERSITY COMMITTEE ON FACULTY WELFARE (UCFW)
J. Daniel Hare, Chair
daniel.hare@ucr.edu

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April 19, 2013

**ROBERT POWELL, CHAIR
ACADEMIC COUNCIL**

RE: Salary Equity Plans

Dear Bob,

The University Committee on Faculty Welfare (UCFW) has discussed the proposed divisional plans to address the identified faculty salary equity discrepancies. The committee agrees that the proposed plans meet the basic requirements set out by Academic Personnel, but an overall lack of detail prevents the committee from expressing confidence in the outcomes. For example, several campus representatives reported that their local plans are based on anecdotal data or informal studies, and that many stress process, rather than methodology. A second overarching concern is that several campus representatives voiced concern over the perceived low level of Shared Governance in developing response plans and evaluative metrics. As each location finalizes its plan, we encourage local Senate bodies to review each carefully, with specific emphasis on transparent data collection and analysis, as well as robust socialization of detailed action plans.

Please let us know if you have any questions or concerns.

Sincerely,

A handwritten signature in blue ink that reads "J. Daniel Hare".

J. Daniel Hare, UCFW Chair

Copy: UCFW
Robert Powell, Chair, Academic Council
William Jacob, Vice Chair, Academic Council
Martha Winnacker, Executive Director, Academic Senate