

UNIVERSITY OF CALIFORNIA, ACADEMIC SENATE

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Executive Director
Universitywide Academic Senate
University of California
1111 Franklin Street, 12th Floor
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February 24, 2012

CHAIRS OF SENATE DIVISIONS CHAIRS OF SENATE STANDING COMMITTEES

Dear Division and Committee Chairs:

On behalf of Academic Council Chair Bob Anderson I am forwarding for full Senate review the report of the joint Senate-Administration Faculty Salaries Task Force, which was forwarded for Senate review on February 21.

The report makes three recommendations to address faculty salary competitiveness over the next several years. (1) Maintain funding for merit actions based on existing merit and CAP review processes, such that faculty who advance to a new rank and/or step receive a new salary at least equal to the average of campus colleagues at the same rank and step. (2) Appoint a follow-on task force to assess particular issues facing UC professional schools. (3) Contingent on funding, resume regular scale adjustments such that individual faculty salaries reach at least the median of University faculty at the same rank and step.

Although the Provost requested comment by March 23 to facilitate Senate input into scheduled March discussions with campus administrators of possible 2012-13 salary actions, the Senate leadership has determined that it is not possible for all relevant Senate bodies to opine by that date. Your comments are requested by April 19 in order to allow discussion at the April 25 meeting of the Academic Council. As always, every committee is invited to opine on this report, but no committee is obligated to do so if the committee views the report as outside the scope of its charge.

Sincerely,

A handwritten signature in black ink, reading "Martha Kendall Winnacker".

Martha Kendall Winnacker, J.D.
Executive Director, Academic Senate

Encl. (1)

Cc: Division directors
Committee analysts

University of California
Senate-Administration Taskforce on Faculty Salaries
Executive Summary
February 2012

The Senate-Administration Taskforce on Faculty Salaries recommends that the funding of faculty salaries be a continuing priority of the University. In an effort to assure market salaries that match those of our peer universities, we recommend a “reformulation” of the faculty salary process. FY12 faculty salaries were increased by 3% for meritorious faculty as a first-step towards more competitive salaries, and the Taskforce recommends that in the next two fiscal years (FY13 and FY14) the University establish a set of actions to support faculty salaries. While one Taskforce member abstained from endorsing the final recommendations, all remaining Taskforce members are in complete agreement on the first two recommendations:

1. The Taskforce is committed to the value of regular merit and CAP reviews and recommends that when faculty advance to a new rank and/or step, they move, at a minimum, to the average salary of their campus colleagues at the new rank and step. The Taskforce agrees that funding for merit actions should continue in all budget scenarios.
2. The Taskforce recommends that the Provost appoint a subsequent Taskforce to assess the particular salary issues facing many UC professional schools (Law, Business and Management in particular) where special salary scales are not meeting current salary needs, and recommends that he task that group with assessing the most effective salary practices for those faculty.
3. The Taskforce proposes a return to regular scale adjustments and recommends that individual faculty salaries should be, at a minimum, at the median of University faculty at the same given rank and step. Our hallmark salary scale process presumes annual adjustments to salary, but the lack of state funds has suspended adjustments for several years. Such adjustments would allow the University to reduce the percentage of salaries that are off-scale. The Taskforce consensus about this recommendation is contingent on availability of state funds for salary. If such funds for salary are not distributed to campuses, some Taskforce members would still recommend that the campuses make these salary adjustments a priority; other Taskforce members would not support these adjustments without specific state funding dedicated to salaries (see Section 5).

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OFFICE OF THE VICE PROVOST --
ACADEMIC PERSONNEL

OFFICE OF THE PRESIDENT
1111 Franklin Street, 11th Floor
Oakland, California 94607-5200

February 3, 2012

To: Executive Vice President and Provost Lawrence Pitts

From: Senate-Administration Taskforce on Faculty Salaries¹
Robert Anderson, Chair, Academic Senate
Susan Carlson, Vice Provost for Academic Personnel, UCOP, convener
Susan Gillman, Divisional Chair, UCSC
Michael Gottfredson, EVC and Provost, UCI
William Hodgkiss, Associate Vice Chancellor, UCSD
Katja Lindenberg, Chair, UCAP
Sally Marshall, Vice Provost for Academic Affairs, UCSF
Rachel Moran, Dean, School of Law, UCLA
William Parker, Chair, UCFW
Robert Powell, Vice Chair, Academic Senate
Scott Waugh, Executive Vice Chancellor and Provost, UCLA

Subject: Recommendation on long-term faculty salaries

On March 14, 2011 you appointed the Senate-Administration Taskforce on Faculty Salaries to recommend “priorities and processes that can guide future decision making when funds are allocated for faculty salaries.” We reported to you on June 9 with a set of recommendations for faculty salary increments for FY2012 (report attached), and these became the basis of actions President Yudof took in August 2011. That memo discharged the first of our three Taskforce responsibilities.

In this memo, the Taskforce reports on its second and third charges:

- “Recommendations for long-term salary policy planning. How can the University position itself now to remain competitive in salary into the future? How can processes related to the award of salary increases be strengthened?”

¹ Three members of the Taskforce cycled off on September 1, 2011, when Academic Senate Leadership changed: Dan Simmons, 2010-2011 Chair of the Academic Senate, Evan Heit, 2010-2011 Divisional Chair, UCM, and Ahmed Palazoglu, 2010-2011 Chair of University Committee on Academic Personnel (UCAP). They were replaced with three new members: William Powell, Vice Chair of the Academic Senate, Susan Gilman, Divisional Chair, UCSC, and Katja Lindenberg, Chair of UCAP. Dave Miller, Associate Vice Chancellor at UCSD, served on the Taskforce until his retirement and was replaced by William Hodgkiss, Associate Vice Chancellor at UCSD. Melvin Oliver, Dean of Social Sciences, UCSB, was appointed to the Taskforce but unable to serve.

- “Recommendations on possible policy review. What parts of current policy and practice are fundamental to faculty salary practice? What changes to salary policy or practice could improve faculty recruitment and retention? The Taskforce should consider the supplemental salary plan currently being drafted and make suggestions for changes and improvements made to that plan.”

The committee has met seven times since the June 9 memo was completed: 1) six times by phone: on June 17, 2011 to review the CPEC methodology for calculating the faculty salaries of our Comparison 8 universities and to review the proposed draft policy, APM – 668, on October 25 to review costing of a long-term salary plan, on December 5, January 9, January 20, and January 24 to develop final recommendations and 2) once in person on August 30 to develop our recommendations on long-term faculty salary planning.

1.0 Taskforce review of CPEC faculty salary methodology

During its June 17 meeting, the Taskforce reviewed the CPEC faculty salary methodology, considering whether a new set of data should be developed for comparative purposes. Taskforce members agreed that the CPEC methodology--a long-standing method approved originally by UCOP, the State Department of Finance, and the Legislative Analyst’s Office to report UC faculty salaries--allows UC to compare and report salary data using a methodology which over time has developed credibility with its audiences. The CPEC methodology provides one measure for all campuses and all disciplines that presents an easily understood systemwide comparison.

2.0 Taskforce review of APM – 668

In June 2011, Taskforce members discussed briefly the merits of proposed APM – 668, Negotiated Salary Program. Members agreed that the negotiated salary program offers an additional recruitment and retention tool which, potentially, can save state salary dollars. One member reported that APM – 668 could have been used this past year for several high-profile retention cases for faculty with outside offers. The Taskforce did not make specific suggestions about the policy and did not review the revised version circulated in Fall 2011.

3.0 Principles, values, and contributing factors in the Taskforce discussions

The Taskforce spent the majority of its deliberations since June in reviewing possible recommendations for long-term salary policy; the remainder of this memo will outline the issues involved in this discussion before concluding with recommendations for your consideration.

In the course of its work, the Taskforce reviewed wide-ranging information on faculty salaries. Academic Personnel (AP) developed a history of policy development and review that showed the same issues have faced UC for decades. AP staff also compiled information on various past solutions to salary competitiveness, including the four-year plan to improve salaries that was implemented in 2007-08 and meant to conclude in 2010-11. The suspension of that plan after one year was a constant caution to the Taskforce in considering any multiple-year plans.

At key points in deliberations over long-term recommendations, the Taskforce affirmed these common values and goals:

- The University must remain competitive in recruitment and retention of faculty, seeking to provide competitive total remuneration (salaries and benefits).
- Current faculty salary scales are inadequate and do not meet market demands for a majority of faculty. Campuses are often meeting current market needs through retention offers; those faculty not seeking retention offers are often at a disadvantage.
- Regular peer review and the attendant salary scales are effectively designed to encourage faculty productivity for an entire career.
- Current faculty salaries suggest that we have “campus pluralism,” a set of system-wide values played out with a variety of campus practices. The salary scales have effectively become a salary floor, a set of common expectations.
- Health Sciences faculty covered under the Health Sciences Compensation Plan (HSCP) are affected differently than other faculty by the salary scales. The Taskforce recognizes that an increase in the salary scales raises the amount of covered compensation for HSCP faculty and that this increase could lead to adjustments in future Y and Z components.

4.0 Key data influencing the Taskforce’s long-term salary recommendations

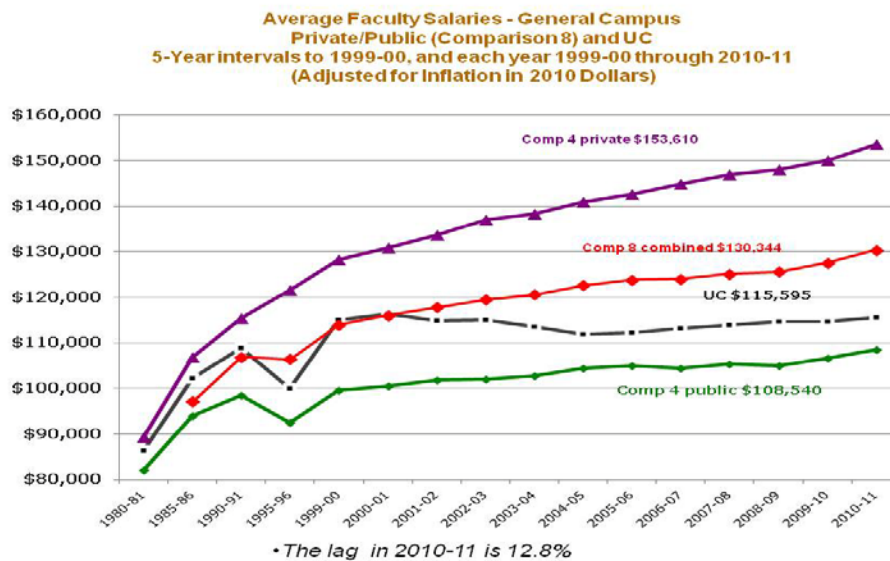
The Taskforce also reviewed data on faculty salaries, data which helped shape the recommendations to follow in section 5. We include here some key elements of the data that were most particularly relevant (other information is available upon request). Notable in the data are the persistent lag in salary relative to our Comp 8 universities and the differences in General Campus off-scales by campus, discipline, and rank.

4.1 Lag in faculty salary against Comp 8

For the most recent year available, the CPEC faculty salary study shows a 12.8% lag in average general campus faculty salaries (excluding Law and Health Sciences)² between the Comparison 8 and UC’s overall average salaries, a gap which has increased over time. Faculty salaries at each rank lag the average salaries at the Comparison 8 institutions, and have done so for many years (see Figure 1).

² Law and Health Sciences are excluded since there is not comparable data on these disciplines at all Comp 8 Universities.

**Figure 1: Average Professorial Series Faculty Salaries (Assistant, Associate, Full)*
(Adjusted for Inflation in 2010 Dollars)**



* Note: To provide direct comparisons, equivalent ranks are excluded from this table.
Source: Faculty Competitiveness Report, January 2011

4.1.1 Cumulative five-year cost of closing the gap with the Comp 8

It has been a long-term University goal to match the average salaries of our Comp 8 “Peer” Universities (represented by the red line in Figure 1). As noted above, UC faculty salaries currently are 12.8% behind the Comp 8 average. Depending on the salary increases at our peer universities over a five year period, estimates for the total five-year cost of meeting the Comp 8 average, using the CPEC methodology, are as follows:

Projected rate of Comp 8 annual salary increments	Increased UC payroll cost in the fifth year to close the resulting gap with Comp 8 (baseline FY2010)	Average annual increase to ladder-rank faculty payroll
3% for each of 5 years	\$283M	5.51% annually for each of 5 years
4% for each of 5 years	\$372M	6.54% annually for each of 5 years

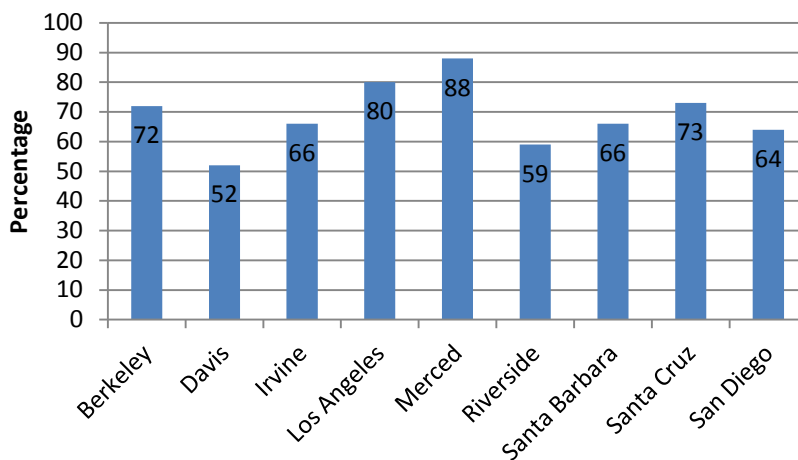
The five years INCLUDE the current year (FY 2012), in which UC raised salaries for meritorious faculty by 3% in addition to merit actions (until spring 2012, we will not know the average salary increment for

FY2011, the dollars committed, nor the progress we have made vis-a-vis the Comp 8). In sum, these data indicate that—to match Comp 8 salaries—the annual payroll for General Campus ladder-rank faculty would be \$283M more at the end of the five year period, if our peers raised salaries by an average of 3%; \$372M more if the peers raised salaries by 4% for each of five years.

4.2 Use of off-scales by campus, discipline, and rank

The Taskforce reviewed data showing the use of off-scales by campus, discipline, and rank, for General Campus, academic year faculty, based on the October 2010 payroll snapshot. On average, 67% of systemwide, General Campus faculty have off-scale salaries, although single campus percentages vary from 52 to 88 (Figure 2, UC San Francisco is excluded from figures 2-6 since faculty are in the Health Sciences Compensation Plan where there are not off-scales).

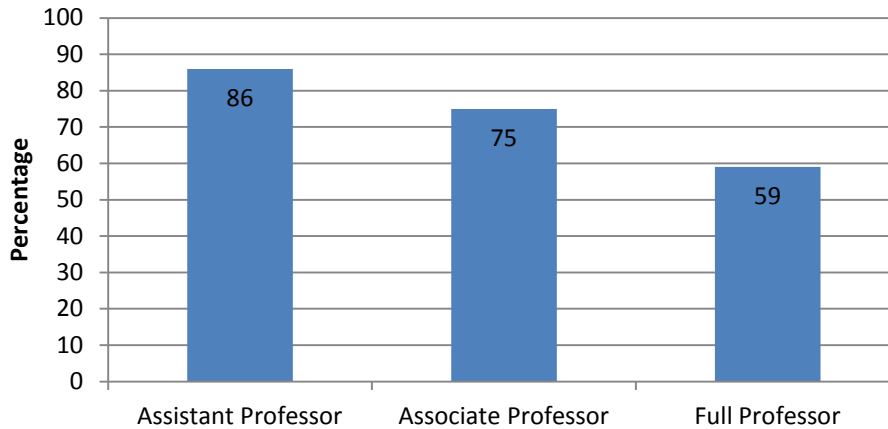
Figure 2: Percentages of Faculty with Off-Scale Salaries By Campus
General Campus Only
October 2010



Source: UCOP Academic Personnel

Off-scale salaries also vary widely by rank. As shown in Figure 3, a review of off-scale salaries by rank shows that assistant professors, those with the least time at UC, have the highest percentage of off-scale salaries; this reflects our practice of hiring new faculty at a “market” rate. Taskforce review of new appointments (General Campus only) in the five year period between 2005-06 and 2009-2010, revealed that 91% of assistant professors are hired off-scale, 94% of associate professors, and 80% of full professors. On average, 89% of new hires were off-scale. Such data show us that newly hired faculty are off-scale in higher percentages than current faculty (89% v 67%), underlining the “loyalty penalty” paid by faculty who remain at UC for their careers, with salaries based on a lagging set of salary scales.

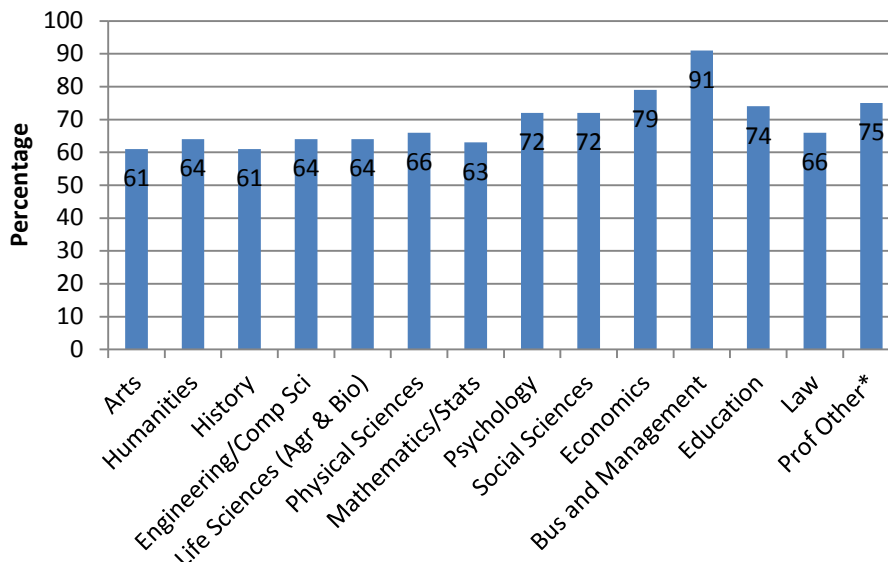
**Figure 3: Percentages of Faculty Systemwide with Off-Scale Salaries By Rank
General Campus Only
October 2010**



Source: UCOP Academic Personnel

Finally, in Figures 4 and 5, systemwide differences by discipline are presented. Figure 4 shows the data for selected disciplines, demonstrating the distribution of off-scales by discipline.

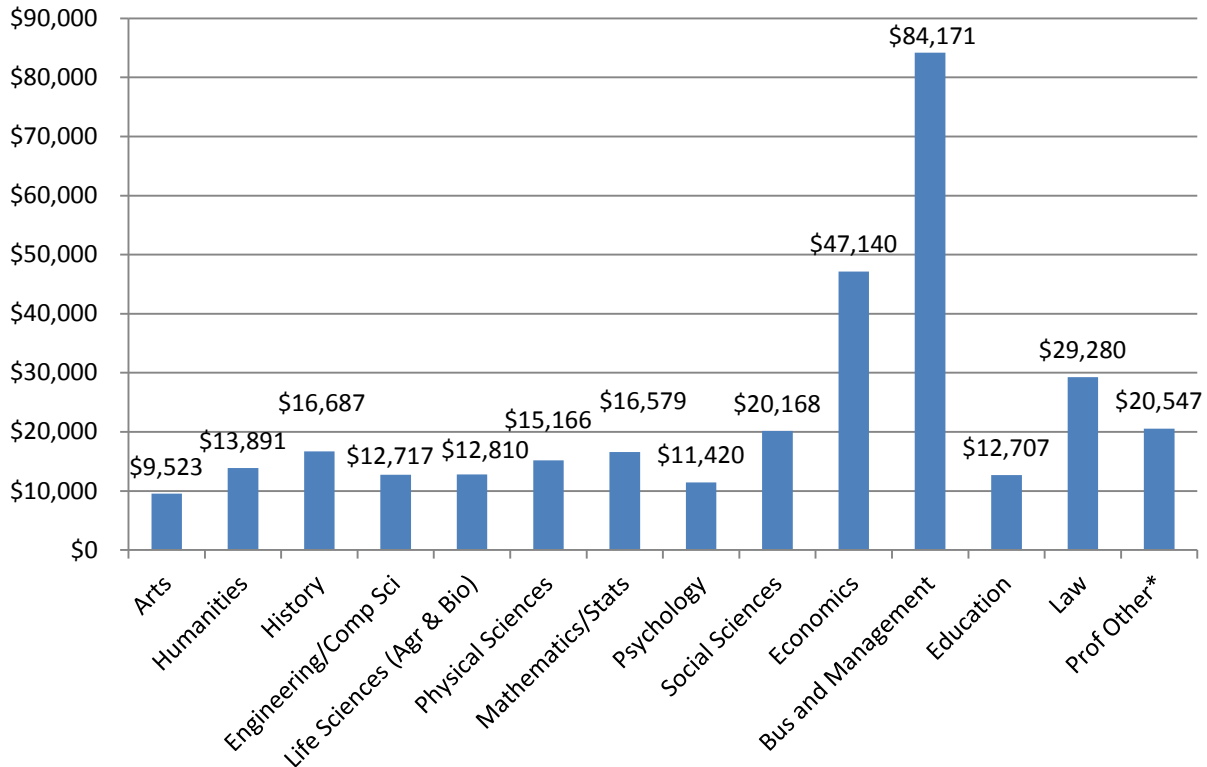
**Figure 4: Percentages of Faculty Systemwide with Off-Scale Salaries By Discipline
General Campus Only
October 2010**



*Includes: Architecture, Communications, Information Sciences, and Social Welfare
Source: UCOP Academic Personnel

These figures show that there are generally small differences in the use of off-scale salaries across disciplines with, for example, faculty in the Humanities (64% off-scale) as likely to have an off-scale salary as those in the Life Sciences (64% off-scale). The notable exception is in Business and Management where the percentage of off-scale salaries is greater than in all other fields at 91%. Figure 5 provides additional data on these disciplinary differences, charting the mean (average size) of off-scale salary by disciplines.

Figure 5: Mean (Average Size) Off-Scale Salary Systemwide By Discipline
General Campus Only
October 2010



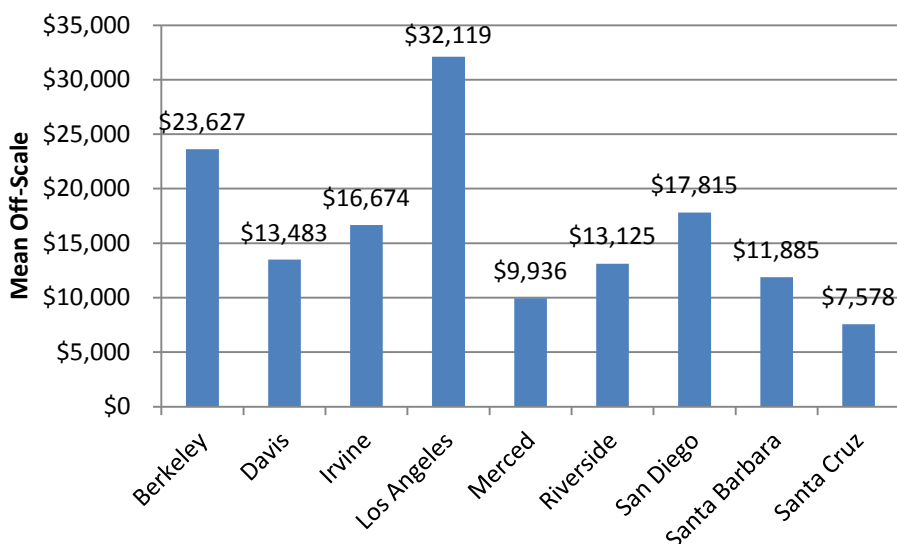
*Includes: Architecture, Communications, Information Sciences, and Social Welfare
Source: UCOP Academic Personnel

As of October 2010, the systemwide mean off-scale increment of a faculty member with an off-scale salary was \$19,350. Most of the off-scale salary increment means are in the \$13,000 to \$21,000 range. The outlier is Business and Management where the mean off-scale salary increment is \$84,171, which is 83% of the actual scale in Business and Management. While there are substantial dollars dedicated to off-scale increments, the Taskforce also reviewed data indicating that 44% of off-scale salary amounts are between 0 and 10% of the actual scale. In other words, returning to scale may be achievable for a large number of the faculty, with continued adjustments to the scales.

Figure 6 provides data on one of the many differences by campus, in this case the mean off-scale salary increment. In October 2010 data, the mean off-scale salary increment at Los Angeles is on the high end

with a mean off-scale salary increment of \$32,119. The next highest is Berkeley with a mean of \$23,627. Santa Cruz is at the low end with a mean of \$7,578 and the next lowest is Merced with a mean of \$9,936.

Figure 6: Mean Off-Scale Increment By Campus
General Campus Only
October 2010



Source: UCOP Academic Personnel

The data in these six figures are reflective of the complex distribution of salaries at the University. In the absence of regular, systematic adjustment of the salary scales (until Fall 2011, they had not been adjusted since 2007), campuses have increasingly resorted to off-scale salaries to move individuals closer to market, as a result of either recruitment or retention. This ad hoc process has resulted in wide variations in salaries across the system. If our goal is to reward all productive faculty through a more workable scale across the University, then it would be desirable to reduce the variation by bringing salary scales closer to the median.

Analysis of these data led the Taskforce to develop a set of recommendations that acknowledges current differences by campus as well as a common foundation in the salary scales. The Taskforce recommendations (below) combine a salary process that accommodates campus and rank/step differences at the same time preserving a university-wide approach to competitive faculty salaries.

5.0 Recommendations for a long-term faculty salary plan

The Taskforce agreed that the University has major issues with competitive faculty salaries and also—given such factors as those outlined in Section 4 above—that a single solution will not allow the University to remain competitive. We need to be more creative.

Other current conversations in the University have provided an important, dynamic context for Taskforce discussions and have influenced our recommendations. While the Taskforce agreed that enhancing faculty salaries is a fundamental University goal, its members were not of a single mind about how to proceed if state support is not available. Should the state provide funds necessary to rebuild salary competitiveness, including the normal merit component and a restoration program, then the ideas outlined below would be endorsed by Taskforce members. Should needed additional funds not be provided by the state, or if the salary restoration program does not receive priority in the expenditure plan for the University, then members differ on the preferred approach.³

For recent periods in which the state provided no funds for salary increases to UC faculty, the University has, nevertheless, remained committed to funding the merit system for faculty. Each campus was left to generate the necessary funds for the merit pools from its own resources and each has done so. So too have the individual campuses self-funded retention and market salaries for newly hired faculty during this period. Analysis done by the Office of the President shows that campuses provided over 3% in salary raises annually during a two-year period. The Taskforce recommends that UC continue its historic commitment to the faculty merit process, requiring the program to continue, whether new resources are provided by the state for that purpose or not. This commitment has variable consequences for campuses, but should be among the highest priorities for system salary policy since the merit process is at the heart of the UC commitment to faculty quality. (Given this recommendation, funding the merit process should be among the very highest priorities for the University, even in the face of serious financial problems.) Self-funded merits, retention, and market hires result in some variability among the campuses in faculty salaries. It is the view of some members of the Taskforce that the level of variability while not optimal is, however, not overly harmful to the ability of the individual campuses to maintain their quality. The commitment of the University, in this view, should be to the merit system, not to a rigid scale adhered to by everyone. “Step 2” outlined below contains specific Taskforce recommendations on the merit salary process.

Taskforce members differ on the priority they would place on the scale restoration program in the absence of new state resources. Some members of the committee would not obligate the campuses to a systemwide restoration program without new funds and would place this need lower on the list of priorities for the campuses (against, for example, hiring additional faculty or staff or against reducing staff further.) Other members would prioritize the restoration program against other needs and require the implementation of a systemwide program using existing campus resources, including increased tuition dollars. The failure of the state to fund faculty salaries over time has limited the University’s ability to adjust the systemwide salary scales, producing a situation in which off-scale salaries have proliferated, and resulting in dramatic differences among individuals as well as campuses. “Step 1” outlined below contains Taskforce recommendations about restoration of the salary scales in a new way that fits current circumstances.

³ There was a difference of opinion among Taskforce members on this issue of funding. Some members felt that “core instructional funds, including state allocations and student tuition [net of return to aid]” and not simply “state funding” should be identified as the source of support for faculty salary actions. Others insisted that tuition dollars should be allocated only through campus-based decision-making processes. In Section 5, we have used the more restrictive phrase, “state funds” with the understanding that there is not agreement about the source(s) of funding for faculty salary.

In addition to the situation with reduced state funding, University adoption of Funding Streams and discussions about Rebenching have meant long-standing assumptions about faculty salary may not be operative in the same way in future years. Again and again, the Taskforce found that discussions of particular salary issues were affected by such University-wide issues: could we expect an infusion of funds to rebuild the scales systemwide or would campuses have to reallocate funds for increases? How do current differences in campus recruitment and retention factor into our design of future salaries? How will increasing contributions for UCRP affect the availability of dollars for salaries? Should we focus on market competitiveness by discipline since dollars are limited? Most importantly, we recognized that decisions about funding faculty salaries are now as likely to occur at the campus level as at the systemwide level. The Taskforce proceeded under the assumption that the President is ready to support increased faculty salaries, a priority he has consistently stated over the last year.

Bearing all this in mind, the Taskforce proposes a plan to affirm core policy and shared practice (the salary scales and attendant regular peer review) and to align with the current situation in which much fiscal responsibility is being moved to the campuses.

Below, we outline a two-part “scale reformulation” which builds on current effective policies and practices while proposing a set of variations that would be determined at the campus level. We have proposed two interlocking salary adjustments, one of which assumes some funding coming centrally to provide more uniformity to salaries systemwide and one of which assumes individual campuses will have to generate the salary increase dollars and will need to award the salary within their norms at the time of annual merit review. Both adjustments work within the current salary policy and review processes. We would propose that any of these changes be implemented on July 1 of the affected year.

The recommendations and projections would need additional refinement if you agree to the concepts they encapsulate.

Professional School salaries. The Taskforce finds that some aspects of current faculty salary will not be adequately addressed by our recommendations and thus we recommend that the Provost appoint a follow up Taskforce to pursue optimal ways of ensuring competitive salaries in professional disciplines (non-Health Sciences). In reviewing the data on faculty salaries disaggregated by discipline, the Taskforce recognized that our proposed plan may have limited effect in some of the professional schools, where there are already discipline-based salary scales. We found this problematic. As we reviewed the situation for law faculty, for instance, we acknowledged major differences in scales (the law scales have nine steps compared to twenty in the General Campus scales) and in the use of fees in support of faculty salaries. We also found that faculty in business and in economics have little predictable relationship between the published scales and their salaries. This Taskforce did not have the appropriate expertise to pursue this issue of professional faculty salaries further.

This follow-up Taskforce is essential. In this report, we have dealt with the current professional school faculty in a couple of ways. For law faculty salaries, we have made the decision to exclude them from the costing models. While competitive law faculty salaries are a continuing priority, the recommendations of this Taskforce do not speak directly to the situation of law schools. For faculty on

the Business/Economics/Engineering scales as well as for other professional faculty on the General Campus scales, we have included them in the costing materials (detailed assumptions are in the notes of Appendix A and B). Since subsets of professional school faculty are substantially off-scale (business, for example), their inclusion did not add significant costs in our Year 2 and 3 estimates (these business salaries were NOT used in computing the campus averages, expressly because they are so far from current scales already).

5.1 Two-part scale reformulation

We propose that the University support its goal of competitive faculty salaries through a combination of two adjustments to salary, as described below. The adjustments are described separately, since the cost is necessarily calculated in two steps. Examples to explain this effect on individual faculty members follow in 5.1.3. The following tables are attached as appendices to offer details of how this plan would work in Years 2 and 3 (FY 13 and FY14), for General Campus and health sciences faculty. The Taskforce was wary of making calculations beyond the next two years, since there are too many unknowns to allow confidence that far into the future.

Appendix A:	“Costing Models—Based on the Median Average: Year 2”
Appendix B:	“Costing Models—Based on the Median Average: Year 3”
Appendix C:	“Health Sciences Compensation Plan APU Scales, using Median Average as Scale 0” (Year 2)
Appendix D:	“Health Sciences Compensation Plan APU Scales, using Median Average as Scale 0” (Year 3)
Appendix E:	“Campus Mean Scales—After Adjusting Oct. 2010 by +3%” (Year 2)
Appendix F:	“Campus Mean Scales—For 3 rd Year Costing”
Appendix G:	“Note about Costing for Above Scale Faculty”

The significant detail in these attachments contain the assumptions and calculations behind the discussion below.

5.1.1 Step 1: Salary scale adjustments based on the median systemwide average at each rank and step

We propose that determination of faculty salaries in Years 2 and 3 begin with a recalculation of the systemwide salary scales.⁴ This recommendation is based on our consensus that faculty salaries should be, at a minimum, at the “median campus average” at each rank and step.

In this first mechanism, scale adjustments would be made annually or at other (longer) intervals as determined by the President. The systemwide scale is set at the “median campus average” (of the nine

⁴ In the mechanisms proposed below, we are focused on what we refer to as Year 2 (FY13) and Year 3 (FY14). Year 1 (FY12) is the current year, in which 3% was awarded on all salary dollars (on, above, and off scale) to all faculty with positive reviews in the preceding four years. If these proposals for Year 2 and 3 are adopted, the salary mechanisms could be used in Years 4 and 5 as well. We assume that a review of years 1-3 should occur preceding any decisions about Years 4 and 5.

General Campus locations) for each rank and step to allow for modest but consistent adjustments to the scales. For each campus, the average salary rate for General Campus ladder-rank faculty at each rank and step will be calculated and the middle (median) value of the nine campus averages will be used as the systemwide rate for each rank and step. Setting the new scale at the median campus average means that the systemwide scale can take into account hiring and retention actions across the system, and thus more accurately represent competitive salaries. In other words, this mechanism assumes that actual salaries should be factored into setting the baseline University scale and that scales should NOT be adjusted by a simple increment, as has been the case in the past.⁵ If the adjustment is made each year, the cost is likely to be relatively modest each year, after the first couple of years. Adjustments made at longer intervals (every two or three years) would be more expensive. Appendices A-D contain detailed information on the cost for Years 2 and 3 of such an adjustment. In Year 2, the General Campus cost would be \$23.3M; this cost covers all General Campus faculty (academic and fiscal year), on all scales except law.⁶ The cost in Year 3 would be \$25M.

Step 1

Cost in Year 2: \$23,347,277 (General Campus)

Cost in Year 3: \$25,004,501 (General Campus)

Health Sciences. The Taskforce recommends that scale 0 for the Health Science faculty be based on this “median” baseline University scale. See Appendices C and D for new HSCP/APU scales in Years 2 and 3. When this baseline scale goes up, the HSCP salary scales also go up as is currently the case under APM policy, meaning that more of the faculty salary (X, X’) is covered compensation under UCRP. This scale adjustment may or may not result in an overall salary increase for individual faculty members, since the HSCP salary is a negotiated combination of X, X’, Y, and Z. The Taskforce considered but rejected the idea of separate “median” baseline scales for each campus participating in HSCP, but decided that this would add needless complexity when the APU range of scales (0-9) already provides ample flexibility.

5.1.2 Step 2: “Scale Reformulation” correlated to campus averages for each rank and step at the time of merit advancement

Step 2 is an affirmation of the merit and CAP review of faculty performance. We propose that when a faculty member is advanced to a new rank and/or step, s/he is moved—at a minimum—to the average of her/his *campus* faculty salaries at the new rank and step. This is a mechanism that has been in place at UC Irvine for several years, has provided equitable salaries to productive faculty, and has proved effective in faculty retention.

⁵ While the general campus means were calculated excluding the Business/Economics/Engineering scales and faculty, the salary adjustment costing does include the BEE faculty. Law school scales and faculty are not included in the means or the costing since this adjustment would have almost no effect on the competitiveness of their salaries. See recommendation for a separate taskforce on Professional School salaries in section 5.0.

⁶ Law faculty were left out of these calculations because of significant differences in the number of scales and funding sources. To understand the total cost of implementing this plan, campuses with law faculty would need to take into account additional costs for those faculty salaries.

General Campus faculty would move, at a minimum, to the average campus salary at their new rank and step; for example, a faculty member moving from Professor IV to Professor V would have a new salary at the average of all other faculty members at Professor V on his/her campus. This mechanism ensures that at the moment peer review certifies strong performance, the University would move the faculty member to a new salary at least equal to his/her campus peers at the new rank/step. This mechanism also provides campus flexibility in setting salaries that meet local market conditions and resources. Off-scale amounts would continue to be managed as needed according to campus policy and practice.⁷

Faculty at barrier steps with a satisfactory review—but not an advancement—would be awarded a salary adjustment as well. We recommend that such faculty be advanced at least to the new campus scale at their continuing rank and step.

Appendices A and B detail the individual campus costs of this calculation, listed under “Step 2.” We have calculated the costs assuming that only the 1/3 of faculty will have been awarded a merit advancement to be effective in Year 2 and again in Year 3 and that only this portion of the faculty would be brought to this new average.⁸ Costs are estimated as follows: for example, at UCSB in Year 3, Step 2 would cost \$2,560,212 to bring 1/3 of the faculty to the campus mean at the new rank and step (see Appendix B). Systemwide costs for the second adjustment (Step 2) are as follows for Years 2 and 3:

Step 2 costs: Years 2 and 3

Year 2:	\$23,236,209 (cost for the roughly 1/3 faculty advanced in a given year) (General Campus) See Appendix A
Year 3:	\$26,179,823 (cost for the roughly 1/3 faculty advanced in a given year) (General Campus) See Appendix B

Appendices E and F offer additional detail about the development of campus-based means and related costs of advancing faculty at merit review. Information is included for General Campus scales and for Business/Economics/Engineering scales, for academic year and fiscal year faculty.

⁷ In developing the costs for this model, mechanisms for off-scales were simplified. In Step 1, the Taskforce assumed that the off-scale amounts would be subsumed in the scale adjustments; in other words, some or all of a faculty member’s off-scale amount would transfer from off-scale dollars to on-scale dollars. In Step 2, we assumed that any off-scale dollars remaining after Step 1 would remain at the same dollar amount. In actual practice, the procedure for Step 2 would vary by campus, as is currently the case. Some Taskforce members voiced a concern that faculty members with current off-scales may not like the “return-to-scale” in Step 1.

⁸ Bringing ALL faculty to the “Step 2” new campus average (including the roughly 2/3 who remain in their current step) in Year 2 would also be an option and would ensure that those recently advanced (in the two prior years) would profit from this salary adjustment along with those advancing in Year 2. The Taskforce decided against recommending this, since it would add significant costs in Year 2.

Above Scale Faculty. Above Scale faculty (UC currently has 821 Above Scale faculty) offer a special case in this proposed salary plan, since they do not have official steps, are reviewed on a longer time frame, and are awarded salary increments in different ways among the campuses. Still, it is necessary to factor the cost of salary increments to Above Scale faculty in our calculations. To calculate the costs for Above Scale faculty in Years 2 and 3, we used the same average percentage increase for them that would accrue to faculty at Professor Step 9 in this plan: 4.8% in Years 2 and 3. Appendix G details the assumptions used in calculating salary costs for Above Scale faculty in Appendices A and B. Note that these costs are already included in the total costs listed above. We understand that campuses would continue with current practice for Above Scale faculty, even in the new plan. It was, however, important to estimate the costs.

Health Sciences. The Taskforce recommends that HSCP scales be set at the University scale, not the campus specific scales described in this section, since this second mechanism is not needed for calculating HSCP faculty salaries. See Appendices C and D.

UCRP. Taskforce members noted that during Years 2 and 3 there will also be additional University costs for contributions to UCRP. The cost goes up from 7% to 10% in FY13 and to 12% in FY14. This is an additional cost that must be funded on all salary dollars, whether or not these recommendations are accepted. For example, the new UCRP cost of Steps 1 and 2 in year 2 would be 3% of \$46.6M or \$1,398,000. The President is discussing with the Governor and legislature the allocation of state funding for some of the University's UCRP costs.

5.1.3. Examples of how the scale reformulations would affect individual faculty members

Six scenarios from the General Campus faculty and two from Health Sciences Compensation Plan (HSCP) faculty show how individual faculty would be affected by the proposed salary plan in FY13 (Year 2); these scenarios use the new scales in Appendix E. The new salary is determined by whether or not the faculty member has had an advancement in the prior year (see "Approved for Merit?" column where a "Y" means the faculty member has a new step and/or rank and where "N" means the faculty member remains in the current rank and step). If the faculty member is not advanced (A, C, D, and G), the new salary is determined by the adjustments of Step 1. *In no case would a faculty member's salary go down.* If the faculty member is advanced, the new salary is determined by the calculations of Step 2 as well as Step 1 (B, E, F, and H). To simplify the details, the examples in Step 2 assume that the off-scale amount does not change with Step 2 advancement but is maintained at the same dollar amount as after Step 1 (the off-scale could just as easily increase [or be absorbed]; those decisions about off-scales would continue to be managed according to campus policy and practice). Individual campuses are identified in the examples (UCD, UCI) since the adjustments of Step 2 are determined by individual campus averages. For the HSCP, UCSF is listed, although the individual campus does not matter in this calculation, since there would be one systemwide scale.

GENERAL CAMPUS FACULTY: YEAR 2										
Scenario	Campus	Current Rank & Step	Current Base Salary	On or Off-Scale	Current Total Salary	Approved for Merit?	Step 1 Increment	Step 2 Increment	New Off-Scale	New Salary Year 2
A	UCD	Associate Professor II	\$71,400	On-Scale	\$71,400	N	\$7,300	n/a	n/a	\$78,700
B	UCD	Associate Professor II	\$71,400	On-Scale	\$71,400	Y	\$7,300	\$5,500	n/a	\$84,200
C	UCI	Professor IV	\$99,300	On-Scale	\$99,300	N	\$8,300	n/a	n/a	\$107,600
D	UCI	Professor IV	\$99,300	\$3,000 Off-Scale	\$102,300	N	\$5,300	n/a	\$0	\$107,600
E	UCI	Professor IV	\$99,300	\$3,000 Off-Scale	\$102,300	Y	\$5,300	\$12,000	\$0	\$119,600
F	UCI	Professor IV	\$99,300	\$10,000 Off-Scale	\$109,300	Y	\$0	\$10,300 ⁹	\$1,700	\$121,300

HEALTH SCIENCES COMPENSATION PLAN FACULTY: YEAR 2										
Scenario	Campus	Rank, Step & APU	X,X'	On or Off-Scale	Current Total Salary	Approved for Merit?	Step 1 Increment (X,X')	Step 2 Increment (X,X')	New Off-Scale	New Salary Year 2 (X,X')
G	UCSF	Assistant Professor II, Scale 5	\$101,100	On-scale	\$101,100	N	\$16,500	n/a	n/a	\$117,600
H	UCSF ¹⁰	Assistant Professor II, Scale 5	\$101,100	On-Scale	\$101,100	Y	\$16,500	\$2,900	n/a	\$120,500

5.1.4 Cost of Proposed Faculty Salary Plan for Years 1-3 (FY 12, 13, 14)

If the University were to adopt the two-step “Scale Reformulation” Plan proposed by this Taskforce, we estimate the costs for Years 1 (FY12), 2 (FY13) and 3 (FY14) as follows (see Appendices A and B for further detail).¹¹

⁹ In the example of faculty member F, the original off-scale of \$10K is adjusted in Step 1. As the salary scale base of \$99,300 is first raised to the average median of \$107,600, \$8300 of the off-scale is transferred to on-scale dollars. This leaves an off-scale of \$1700 which remains constant in Step 2 as the faculty member is moved to the campus average at the new rank and step (\$119,600). The off-scale of \$1700 is added to this amount for a final salary of \$121,300.

¹⁰ Since the Health Sciences scales are the same at all campuses in this set of recommendations (as is currently the case), the campus does not matter.

¹¹ The estimate for Year 1 (FY12) is roughly 3% of current payroll (\$1B). Actual salary increments for FY12 are not yet available but are likely to be higher than this 3%.

Year	Combined cost, Steps 1 and 2	Percent of new salary dollars over “status quo” needed for Taskforce recommendations, Steps 1 and 2
Year 1 (FY12) (3% for faculty with positive reviews in last four years)	\$30M	n/a
Year 2 (FY13)	\$46,583,486 5.1% increase	3.2%
Year 3 (FY14)	\$51,184,324 5.3% increase	3.3%
TOTAL (FY12-FY14)	\$127,767,810¹²	

The possible costs of Years 4 and 5 are not included here; as noted above, the variables in the proposed plan and the major changes in University administration of budget suggest that making such estimates would be inaccurate at best.

The Taskforce felt it was important to understand the costs of this set of recommendations in comparison to costs the campuses already incur for salary actions. We defined the “status quo” as funds needed to move 1/3 of the faculty one step in the merit process during a given year. In Year 2, we estimated this cost to be 1.9% of payroll; in Year 3, we estimated a cost of 2.0%. Appendices A and B contain these estimates in the column labeled “Comparator, Simulated ‘Status Quo’ Merit Process (1/3 of faculty)”. In the Table above, we have calculated the additional cost of our recommendations (Step 1 and 2) over and above this 1.9% or 2.0%. The proposed plan is 3.2% additional cost in Year 2 and 3.3% additional cost in Year 3. As noted earlier in this report, the Office of the President previously calculated the actual costs of merit advancement and retention for a subset of faculty, between FY08 and FY10; the cost was 3.1% per year.

The Taskforce believes these are reasonable costs to support faculty salaries. We also believe that these costs would likely leave the campuses with some flexibility to deal with other salary costs in recruitment and retention. Having a plan like the one we propose would be a key factor in improving faculty morale and improving recruitment and retention on a broad scale. This plan also adds new dimensions to our current salary processes by factoring market salaries directly into development of the scales and by acknowledging the need for campus variation in salary.

¹² Additional UCRP costs are not included in these figures.

6.0 Next Steps

These recommendations reflect the consensus of the Taskforce as it has worked to reflect the priorities and goals of both faculty and administration (one Taskforce member contributed to the development of this memo, but abstained from endorsing its final recommendations). The Taskforce would be pleased to meet with you to review these recommendations and next steps for determining faculty salary in the next two years.

cc: Current and past members, Senate-Administration Taskforce on Faculty Salaries
Executive Director Tanaka
Manager Lockwood
Coordinator Sykes

Attachments: June 9, 2011 memo to Executive Vice President and Provost Pitts from Taskforce
Appendices A through G

APPENDIX A
UC Faculty Salaries Task Force
Costing Models - Based on the Median Average: Year 2

Year 2
(Subsequent to Approx. 3% increase in October 2011)

Final 1/25/2012

Bringing Faculty to Median Average (Systemwide), Then to Campus Mean After Merit Process
General Campus Ladder Rank Academic and Fiscal Year Faculty (Regular and B/E/E Scales)
Based on October 2010 Payroll Data, Adjusted with 3% increase for Oct. 2011

Year 2 (3% increase added to Oct 2010 salary data)

Total Salaries (3% increase over Oct. 2010)			Comparator Simulated "Status Quo" Merit Process (1/3 of faculty)		Step 1 Median Average	Step 2: Campus Merit Process (Sim. Merit Process using new model)	Step 1 + Step 2		Difference between Model and Status Quo	
CAMPUS	FT Salary Rates	Total Faculty N	Cost	% of Total Salaries	Cost	(Cost of merits for 1/3 of faculty)	Total Cost	% of of Total Salaries	Model and Status Quo	Diff. in % of Total Salaries
SYSTEM	\$916,638,725	7,541	\$17,658,754	1.9%	\$23,347,277	\$23,236,209	\$46,583,486	5.1%	\$28,924,732	3.2%
Prof.	\$654,863,828	4,599	\$13,599,654	2.1%	\$15,269,589	\$17,261,820	\$32,531,409	5.0%	\$18,931,755	2.9%
Assoc.	\$148,022,920	1,601	\$2,493,100	1.7%	\$4,733,997	\$3,713,760	\$8,447,757	5.7%	\$5,954,657	4.0%
Assistant	\$113,751,977	1,341	\$1,566,000	1.4%	\$3,343,691	\$2,260,630	\$5,604,321	4.9%	\$4,038,321	3.6%
BK	\$171,212,216	1,288	\$3,196,787	1.9%	\$2,576,535	\$4,780,670	\$7,357,205	4.3%	\$4,160,417	2.4%
Prof.	\$123,230,332	808	\$2,463,654	2.0%	\$1,947,098	\$3,274,366	\$5,221,464	4.2%	\$2,757,810	2.2%
Assoc.	\$28,160,393	268	\$478,833	1.7%	\$356,762	\$979,342	\$1,336,104	4.7%	\$857,271	3.0%
Assistant	\$19,821,491	212	\$254,300	1.3%	\$272,675	\$526,962	\$799,637	4.0%	\$545,337	2.8%
DV	\$138,601,614	1,197	\$2,915,786	2.1%	\$6,663,963	\$3,257,603	\$9,921,566	7.2%	\$7,005,780	5.1%
Prof.	\$102,298,997	765	\$2,325,386	2.3%	\$4,678,614	\$2,603,856	\$7,282,470	7.1%	\$4,957,084	4.8%
Assoc.	\$19,785,110	228	\$348,867	1.8%	\$1,095,632	\$418,623	\$1,514,255	7.7%	\$1,165,388	5.9%
Assistant	\$16,517,507	204	\$241,533	1.5%	\$889,717	\$235,125	\$1,124,842	6.8%	\$883,308	5.3%
IR	\$94,208,268	837	\$1,831,510	1.9%	\$3,071,517	\$2,382,308	\$5,453,825	5.8%	\$3,622,315	3.8%
Prof.	\$62,266,420	463	\$1,301,810	2.1%	\$1,693,552	\$1,687,085	\$3,380,637	5.4%	\$2,078,827	3.3%
Assoc.	\$17,675,381	203	\$329,067	1.9%	\$764,818	\$446,013	\$1,210,831	6.9%	\$881,764	5.0%
Assistant	\$14,266,467	171	\$200,633	1.4%	\$613,147	\$249,210	\$862,357	6.0%	\$661,724	4.6%
LA	\$177,127,376	1,267	\$3,053,222	1.7%	\$957,362	\$4,933,106	\$5,890,468	3.3%	\$2,837,245	1.6%
Prof.	\$134,939,458	854	\$2,513,989	1.9%	\$710,789	\$3,910,580	\$4,621,369	3.4%	\$2,107,380	1.6%
Assoc.	\$24,118,388	227	\$325,067	1.3%	\$173,390	\$614,559	\$787,949	3.3%	\$462,882	1.9%
Assistant	\$18,069,530	186	\$214,167	1.2%	\$73,183	\$407,966	\$481,149	2.7%	\$266,983	1.5%
MC	\$11,097,937	122	\$190,840	1.7%	\$307,268	\$198,081	\$505,349	4.6%	\$314,509	2.8%
Prof.	\$3,691,447	29	\$79,806	2.2%	\$48,805	\$77,325	\$126,130	3.4%	\$46,323	1.3%
Assoc.	\$1,995,865	23	\$31,900	1.6%	\$62,732	\$40,107	\$102,839	5.2%	\$70,939	3.6%
Assistant	\$5,410,625	70	\$79,133	1.5%	\$195,731	\$80,649	\$276,380	5.1%	\$197,246	3.6%
RV	\$71,077,274	653	\$1,443,632	2.0%	\$2,848,803	\$1,738,158	\$4,586,961	6.5%	\$3,143,329	4.4%
Prof.	\$46,561,077	348	\$1,027,799	2.2%	\$1,730,733	\$1,201,754	\$2,932,487	6.3%	\$1,904,688	4.1%
Assoc.	\$12,759,939	153	\$237,667	1.9%	\$628,709	\$310,695	\$939,404	7.4%	\$701,737	5.5%
Assistant	\$11,756,258	152	\$178,167	1.5%	\$489,361	\$225,709	\$715,070	6.1%	\$536,903	4.6%
SB	\$90,996,834	772	\$1,858,430	2.0%	\$2,365,159	\$2,186,712	\$4,551,871	5.0%	\$2,693,440	3.0%
Prof.	\$69,239,458	509	\$1,495,497	2.2%	\$1,669,325	\$1,719,839	\$3,389,164	4.9%	\$1,893,667	2.7%
Assoc.	\$15,055,458	179	\$267,567	1.8%	\$538,803	\$316,457	\$855,260	5.7%	\$587,693	3.9%
Assistant	\$6,701,918	84	\$95,367	1.4%	\$157,031	\$150,416	\$307,447	4.6%	\$212,080	3.2%
SC	\$54,198,787	512	\$1,122,132	2.1%	\$1,941,125	\$1,199,503	\$3,140,628	5.8%	\$2,018,497	3.7%
Prof.	\$36,372,476	290	\$824,332	2.3%	\$1,238,635	\$365,688	\$1,604,323	4.4%	\$779,992	2.1%
Assoc.	\$9,745,174	116	\$177,533	1.8%	\$442,264	\$119,128	\$561,392	5.8%	\$383,858	3.9%
Assistant	\$8,081,137	106	\$120,267	1.5%	\$260,226	\$128,217	\$388,443	4.8%	\$268,176	3.3%
SD	\$108,118,419	893	\$2,046,414	1.9%	\$2,615,545	\$2,560,070	\$5,175,615	4.8%	\$3,129,200	2.9%
Prof.	\$76,264,163	533	\$1,567,381	2.1%	\$1,552,038	\$1,898,598	\$3,450,636	4.5%	\$1,883,255	2.5%
Assoc.	\$18,727,212	204	\$296,600	1.6%	\$670,887	\$410,824	\$1,081,711	5.8%	\$785,111	4.2%
Assistant	\$13,127,044	156	\$182,433	1.4%	\$392,620	\$250,648	\$643,268	4.9%	\$460,834	3.5%

SEE NEXT PAGE FOR NOTES

Notes: Calculation of Means

The calculations in this costing model is based on October 2010 faculty salaries, plus 3% to approximate the faculty salary increases effective October 2011.

Therefore, "Year 1" was represented by the increases of October 2011 (3%), and this costing is for "Year 2" (effective October 2012)

Included in the calculation of means: Ladder Rank Faculty plus Agronomists and Astronomers

General Campus only

Regular Scale Only (excludes Business/Econ/Engineering and Law School Scales)

AY and FY Faculty (FY rates normalized to AY equivalent by dividing by a factor of 1.16)

Excludes Above Scale

Salary rate used is a calculated full time annual rate, based on regular pay and FTE in October 2010 (stipends, research pay, etc. were not included in the rate calculation).

For each rank and step, up to 5 outlier salary rates were removed if they were at least \$10,000 higher than the next lower rate.

Campus Means used for costing Step 2 were calculated subsequent to bringing all faculty to Median of the Means value (Step 1)

Notes: Salary Adjustment Costing

Includes Ladder Ranks and Acting plus Astronomers and Agronomists

Includes Regular Scale and Business/Econ/Engineering Faculty

Excludes faculty paid on Law School Scales

Simulated Merit Process for both Status Quo and Model 2b:

- Faculty advanced one Step within rank
- Promotional advancement: advance to Step 3 of the new Rank (i.e., from Asst. 6 to Assoc. 3)
- The resulting cost was divided by 3 to simulate approximately 1/3 of faculty advancing in a given year.

Process for Status Quo merit increase for Above Scale:

- Faculty at Professor Step 9 were advanced to Above Scale and salaries increased by \$11,400 (difference between Prof. 8 and 9 on current salary scale)
- Faculty already at Above Scale were increased by 4.8% (same as for Method 2b - see below)

Method 2b process for Off-Scale salary rates that were already above the Median of the Means:

- No Increase in Step 1
- In Step 2, if the salary rate prior to advancement was below the Campus Mean for the new step, the rate was increased to the Campus Mean (off-scale absorbed).
- In Step 2, if the salary rate prior to advancement was above the Campus Mean for the new step, the rate was increased by the difference in value between previous and new step on the Systemwide Median of the Means scale (off-scale partially retained).
- In Step 2, faculty at Professor Step 9 were advanced to Above Scale and salaries increased by \$10,900 (difference between Prof. 8 and 9 on Median of the Means Scale)
- In Step 2, salaries for faculty already at Above Scale were increased by 4.8% (average of increase for faculty at Step 9 - determined in previous costing exercise)

APPENDIX B

UC Faculty Salaries Task Force

Costing Models - Based on the Median Average: Year 3

Year 3

Final 1/25/2012

Bringing Faculty to Median Average (Systemwide), Then to Campus Mean After Merit Process
General Campus Ladder Rank Academic and Fiscal Year Faculty (Regular and B/E/E Scales)
Based on October 2010 Payroll Data, Adjusted with 3% increase for Oct. 2011, adjusted for year 2

CAMPUS	Total Faculty N	Comparator			After Yr 2	Step 1 Median Average	Step 2: Campus Merit Process (Simulated using model)	Step 1 + Step 2		Difference between Model and Status Quo	
		After Yr 2 Status Quo Merit Process	Simulated Yr 3 "Status Quo" Merit Process (1/3 of faculty)	% of Total Salaries				Total Cost	% of of Total Salaries	Model and Status Quo	Diff. in % of of Total Salaries
		FT Salary Rates	Cost		FT Salary Rates	Cost	(Cost of merits for 1/3 of faculty)				
SYSTEM	7,541	\$934,308,003	\$18,549,606	2.0%	\$963,176,983	\$25,004,501	\$26,179,823	\$51,184,324	5.3%	\$32,634,718	3.3%
Prof.	4,650	\$673,683,667	\$14,073,706	2.1%	\$693,165,232	\$18,450,048	\$19,533,757	\$37,983,805	5.5%	\$23,910,099	3.4%
Assoc.	1,577	\$147,699,864	\$2,865,700	1.9%	\$153,222,061	\$3,804,770	\$4,418,380	\$8,223,150	5.4%	\$5,357,450	3.4%
Assistant	1,314	\$112,924,472	\$1,610,200	1.4%	\$116,789,690	\$2,749,683	\$2,227,686	\$4,977,369	4.3%	\$3,367,169	2.8%
BK	1,288	\$174,278,738	\$3,459,875	2.0%	\$178,349,738	\$3,206,046	\$5,088,330	\$8,294,376	4.7%	\$4,834,501	2.7%
Prof.	841	\$129,044,454	\$2,680,875	2.1%	\$132,160,365	\$2,619,066	\$3,522,425	\$6,141,491	4.6%	\$3,460,616	2.6%
Assoc.	254	\$26,897,608	\$504,300	1.9%	\$27,449,196	\$350,134	\$1,107,789	\$1,457,923	5.3%	\$953,623	3.4%
Assistant	193	\$18,336,676	\$274,700	1.5%	\$18,740,177	\$236,846	\$458,116	\$694,962	3.7%	\$420,262	2.2%
DV	1,197	\$141,575,600	\$3,097,254	2.2%	\$148,625,310	\$6,093,657	\$5,494,882	\$11,588,539	7.8%	\$8,491,285	5.6%
Prof.	768	\$104,937,683	\$2,419,854	2.3%	\$109,973,303	\$4,679,887	\$4,416,493	\$9,096,380	8.3%	\$6,676,526	6.0%
Assoc.	228	\$20,108,110	\$421,300	2.1%	\$21,266,610	\$777,543	\$675,204	\$1,452,747	6.8%	\$1,031,447	4.7%
Assistant	201	\$16,529,807	\$256,100	1.5%	\$17,385,397	\$636,227	\$403,185	\$1,039,412	6.0%	\$783,312	4.4%
IR	837	\$95,986,408	\$1,872,051	2.0%	\$99,609,418	\$2,855,853	\$2,156,569	\$5,012,422	5.0%	\$3,140,371	3.1%
Prof.	473	\$64,468,463	\$1,317,651	2.0%	\$66,630,543	\$1,866,872	\$1,502,643	\$3,369,515	5.1%	\$2,051,864	3.0%
Assoc.	194	\$17,158,804	\$347,200	2.0%	\$17,964,719	\$533,457	\$441,964	\$975,421	5.4%	\$628,221	3.4%
Assistant	170	\$14,359,141	\$207,200	1.4%	\$15,014,156	\$455,524	\$211,962	\$667,486	4.4%	\$460,286	3.0%
LA	1,267	\$180,227,180	\$3,246,167	1.8%	\$183,116,796	\$1,530,248	\$5,216,551	\$6,746,799	3.7%	\$3,500,632	1.9%
Prof.	854	\$137,485,562	\$2,637,267	1.9%	\$139,613,636	\$1,280,314	\$4,061,700	\$5,342,014	3.8%	\$2,704,747	1.9%
Assoc.	227	\$24,446,888	\$404,700	1.7%	\$24,912,793	\$145,861	\$751,919	\$897,780	3.6%	\$493,080	1.9%
Assistant	186	\$18,294,730	\$204,200	1.1%	\$18,590,367	\$104,073	\$402,932	\$507,005	2.7%	\$302,805	1.6%
MC	122	\$11,300,937	\$174,688	1.5%	\$11,626,387	\$423,533	\$156,355	\$579,888	5.0%	\$405,200	3.4%
Prof.	29	\$3,774,847	\$71,488	1.9%	\$3,821,863	\$149,388	\$73,319	\$222,707	5.8%	\$151,219	3.9%
Assoc.	24	\$2,109,148	\$24,700	1.2%	\$2,178,717	\$67,827	\$26,075	\$93,902	4.3%	\$69,202	3.1%
Assistant	69	\$5,416,942	\$78,500	1.4%	\$5,625,807	\$206,318	\$56,961	\$263,279	4.7%	\$184,779	3.2%
RV	653	\$72,574,184	\$1,412,672	1.9%	\$75,702,885	\$2,740,350	\$2,030,702	\$4,771,052	6.3%	\$3,358,381	4.4%
Prof.	350	\$47,851,944	\$948,972	2.0%	\$49,765,105	\$1,881,993	\$1,449,751	\$3,331,744	6.7%	\$2,382,773	4.7%
Assoc.	154	\$13,020,563	\$301,600	2.3%	\$13,721,610	\$467,639	\$382,979	\$850,618	6.2%	\$549,018	3.9%
Assistant	149	\$11,701,677	\$162,100	1.4%	\$12,216,170	\$390,718	\$197,972	\$588,690	4.8%	\$426,590	3.4%
SB	772	\$92,882,511	\$1,943,016	2.1%	\$95,546,029	\$2,942,871	\$2,225,212	\$5,168,083	5.4%	\$3,225,067	3.3%
Prof.	509	\$70,745,235	\$1,528,016	2.2%	\$72,604,362	\$2,336,227	\$1,656,416	\$3,992,643	5.5%	\$2,464,627	3.3%
Assoc.	179	\$15,328,558	\$315,000	2.1%	\$15,925,719	\$471,697	\$408,349	\$880,046	5.5%	\$565,046	3.5%
Assistant	84	\$6,808,718	\$100,000	1.5%	\$7,015,948	\$134,947	\$160,447	\$295,394	4.2%	\$195,394	2.7%
SC	512	\$55,363,710	\$1,099,048	2.0%	\$57,383,600	\$2,478,470	\$1,118,935	\$3,597,405	6.3%	\$2,498,357	4.3%
Prof.	291	\$37,358,796	\$748,848	2.0%	\$38,663,616	\$1,718,042	\$775,249	\$2,493,291	6.4%	\$1,744,443	4.4%
Assoc.	115	\$9,824,577	\$225,600	2.3%	\$10,256,096	\$459,848	\$225,813	\$685,661	6.7%	\$460,061	4.4%
Assistant	106	\$8,180,337	\$124,600	1.5%	\$8,463,888	\$300,580	\$117,873	\$418,453	4.9%	\$293,853	3.4%
SD	893	\$110,118,735	\$2,244,836	2.0%	\$113,216,820	\$2,733,473	\$2,692,287	\$5,425,760	4.8%	\$3,180,924	2.8%
Prof.	535	\$78,016,683	\$1,720,736	2.2%	\$79,932,439	\$1,918,259	\$2,075,761	\$3,994,020	5.0%	\$2,273,284	2.8%
Assoc.	202	\$18,805,608	\$321,300	1.7%	\$19,546,601	\$530,764	\$398,288	\$929,052	4.8%	\$607,752	3.0%
Assistant	156	\$13,296,444	\$202,800	1.5%	\$13,737,780	\$284,450	\$218,238	\$502,688	3.7%	\$299,888	2.1%

SEE NEXT PAGE FOR NOTES

UC Faculty Salaries Task Force

Costing Models - Based on the Median Average: Year 3

Notes: Calculation of Means

The calculations in this costing model is based on October 2010 faculty salaries, plus 3% to approximate the faculty salary increases effective October 2011.

Therefore, "Year 1" was represented by the increases of October 2011 (3%), and this costing is for "Year 2" (effective October 2012)

Included in the calculation of means: Ladder Rank Faculty plus Agronomists and Astronomers

General Campus only

Regular Scale Only (excludes Business/Econ/Engineering and Law School Scales)

AY and FY Faculty (FY rates normalized to AY equivalent by dividing by a factor of 1.16)

Excludes Above Scale

Salary rate used is a calculated full time annual rate, based on regular pay and FTE in October 2010 (stipends, research pay, etc. were not included in the rate calculation).

For each rank and step, up to 5 outlier salary rates were removed if they were at least \$10,000 higher than the next lower rate.

Campus Means used for costing Step 2 were calculated subsequent to bringing all faculty to Median of the Means value (Step 1)

Notes: Salary Adjustment Costing

Includes Ladder Ranks and Acting plus Astronomers and Agronomists

Includes Regular Scale and Business/Econ/Engineering Faculty

Excludes faculty paid on Law School Scales

Simulated Merit Process for both Status Quo and Model 2b:

- Faculty advanced one Step within rank
- Promotional advancement: advance to Step 3 of the new Rank (i.e., from Asst. 6 to Assoc. 3)
- The resulting cost was divided by 3 to simulate approximately 1/3 of faculty advancing in a given year.

Process for Status Quo merit increase for Above Scale:

- Faculty at Professor Step 9 were advanced to Above Scale and salaries increased by \$11,400 (difference between Prof. 8 and 9 on current salary scale)
- Faculty already at Above Scale were increased by 4.8% (same as for Method 2b - see below)

Method 2b process for Off-Scale salary rates that were already above the Median of the Means:

- No Increase in Step 1
- In Step 2, if the salary rate prior to advancement was below the Campus Mean for the new step, the rate was increased to the Campus Mean (off-scale absorbed).
- In Step 2, if the salary rate prior to advancement was above the Campus Mean for the new step, the rate was increased by the difference in value between previous and new step on the Systemwide Median of the Means scale (off-scale partially retained).
- In Step 2, faculty at Professor Step 9 were advanced to Above Scale and salaries increased by \$10,900 (difference between Prof. 8 and 9 on Median of the Means Scale)
- In Step 2, salaries for faculty already at Above Scale were increased by 4.8% (average of increase for faculty at Step 9 - determined in previous costing exercise)

APPENDIX C
UC Faculty Salaries Task Force
Costing Models - Based on the Median Average: Year 2

Health Sciences Compensation Plan APU Scales
Using the Median Average as Scale 0

				(Based on Oct 2010 +3%)	APU Scale Number								
System - 5th Lowest Mean				Scale 0	1	2	3	4	5	6	7	8	9
Type	AYFY	Rank	STEP	Median Average	1.10	1.20	1.30	1.40	1.50	1.65	1.80	2.00	2.25
Regular	FY	Asst.	1	\$76,900	\$84,600	\$92,300	\$100,000	\$107,700	\$115,400	\$126,900	\$138,400	\$153,800	\$173,000
Regular	FY	Asst.	2	\$78,400	\$86,200	\$94,100	\$101,900	\$109,800	\$117,600	\$129,400	\$141,100	\$156,800	\$176,400
Regular	FY	Asst.	3	\$80,300	\$88,300	\$96,400	\$104,400	\$112,400	\$120,500	\$132,500	\$144,500	\$160,600	\$180,700
Regular	FY	Asst.	4	\$84,900	\$93,400	\$101,900	\$110,400	\$118,900	\$127,400	\$140,100	\$152,800	\$169,800	\$191,000
Regular	FY	Asst.	5	\$87,700	\$96,500	\$105,200	\$114,000	\$122,800	\$131,600	\$144,700	\$157,900	\$175,400	\$197,300
Regular	FY	Asst.	6	\$90,400	\$99,400	\$108,500	\$117,500	\$126,600	\$135,600	\$149,200	\$162,700	\$180,800	\$203,400
Regular	FY	Assoc.	1	\$88,000	\$96,800	\$105,600	\$114,400	\$123,200	\$132,000	\$145,200	\$158,400	\$176,000	\$198,000
Regular	FY	Assoc.	2	\$91,300	\$100,400	\$109,600	\$118,700	\$127,800	\$137,000	\$150,600	\$164,300	\$182,600	\$205,400
Regular	FY	Assoc.	3	\$96,600	\$106,300	\$115,900	\$125,600	\$135,200	\$144,900	\$159,400	\$173,900	\$193,200	\$217,400
Regular	FY	Assoc.	4	\$99,400	\$109,300	\$119,300	\$129,200	\$139,200	\$149,100	\$164,000	\$178,900	\$198,800	\$223,700
Regular	FY	Assoc.	5	\$107,400	\$118,100	\$128,900	\$139,600	\$150,400	\$161,100	\$177,200	\$193,300	\$214,800	\$241,700
Regular	FY	Prof.	1	\$102,300	\$112,500	\$122,800	\$133,000	\$143,200	\$153,500	\$168,800	\$184,100	\$204,600	\$230,200
Regular	FY	Prof.	2	\$113,300	\$124,600	\$136,000	\$147,300	\$158,600	\$170,000	\$186,900	\$203,900	\$226,600	\$254,900
Regular	FY	Prof.	3	\$117,400	\$129,100	\$140,900	\$152,600	\$164,400	\$176,100	\$193,700	\$211,300	\$234,800	\$264,200
Regular	FY	Prof.	4	\$124,800	\$137,300	\$149,800	\$162,200	\$174,700	\$187,200	\$205,900	\$224,600	\$249,600	\$280,800
Regular	FY	Prof.	5	\$133,400	\$146,700	\$160,100	\$173,400	\$186,800	\$200,100	\$220,100	\$240,100	\$266,800	\$300,200
Regular	FY	Prof.	6	\$141,800	\$156,000	\$170,200	\$184,300	\$198,500	\$212,700	\$234,000	\$255,200	\$283,600	\$319,100
Regular	FY	Prof.	7	\$155,000	\$170,500	\$186,000	\$201,500	\$217,000	\$232,500	\$255,800	\$279,000	\$310,000	\$348,800
Regular	FY	Prof.	8	\$164,800	\$181,300	\$197,800	\$214,200	\$230,700	\$247,200	\$271,900	\$296,600	\$329,600	\$370,800
Regular	FY	Prof.	9	\$177,500	\$195,300	\$213,000	\$230,800	\$248,500	\$266,300	\$292,900	\$319,500	\$355,000	\$399,400

APPENDIX D
UC Faculty Salaries Task Force
Costing Models - Based on the Median Average: Year 3
**Health Sciences Compensation Plan APU Scales
Using the Median Average as Scale 0**

System - 5th Lowest Mean					APU Scale Number									
					Scale 0									
					Median Average					1	2	3	4	5
Type	AYFY	Rank	STEP			1.10	1.20	1.30	1.40	1.50	1.65	1.80	2.00	2.25
Regular	FY	Asst.	1		\$80,300	\$88,300	\$96,400	\$104,400	\$112,400	\$120,500	\$132,500	\$144,500	\$160,600	\$180,700
Regular	FY	Asst.	2		\$82,400	\$90,600	\$98,900	\$107,100	\$115,400	\$123,600	\$136,000	\$148,300	\$164,800	\$185,400
Regular	FY	Asst.	3		\$85,700	\$94,300	\$102,800	\$111,400	\$120,000	\$128,600	\$141,400	\$154,300	\$171,400	\$192,800
Regular	FY	Asst.	4		\$89,700	\$98,700	\$107,600	\$116,600	\$125,600	\$134,600	\$148,000	\$161,500	\$179,400	\$201,800
Regular	FY	Asst.	5		\$92,300	\$101,500	\$110,800	\$120,000	\$129,200	\$138,500	\$152,300	\$166,100	\$184,600	\$207,700
Regular	FY	Asst.	6		\$94,700	\$104,200	\$113,600	\$123,100	\$132,600	\$142,100	\$156,300	\$170,500	\$189,400	\$213,100
Regular	FY	Assoc.	1		\$93,500	\$102,900	\$112,200	\$121,600	\$130,900	\$140,300	\$154,300	\$168,300	\$187,000	\$210,400
Regular	FY	Assoc.	2		\$94,900	\$104,400	\$113,900	\$123,400	\$132,900	\$142,400	\$156,600	\$170,800	\$189,800	\$213,500
Regular	FY	Assoc.	3		\$102,000	\$112,200	\$122,400	\$132,600	\$142,800	\$153,000	\$168,300	\$183,600	\$204,000	\$229,500
Regular	FY	Assoc.	4		\$106,000	\$116,600	\$127,200	\$137,800	\$148,400	\$159,000	\$174,900	\$190,800	\$212,000	\$238,500
Regular	FY	Assoc.	5		\$111,600	\$122,800	\$133,900	\$145,100	\$156,200	\$167,400	\$184,100	\$200,900	\$223,200	\$251,100
Regular	FY	Prof.	1		\$113,200	\$124,500	\$135,800	\$147,200	\$158,500	\$169,800	\$186,800	\$203,800	\$226,400	\$254,700
Regular	FY	Prof.	2		\$118,300	\$130,100	\$142,000	\$153,800	\$165,600	\$177,500	\$195,200	\$212,900	\$236,600	\$266,200
Regular	FY	Prof.	3		\$126,700	\$139,400	\$152,000	\$164,700	\$177,400	\$190,100	\$209,100	\$228,100	\$253,400	\$285,100
Regular	FY	Prof.	4		\$136,500	\$150,200	\$163,800	\$177,500	\$191,100	\$204,800	\$225,200	\$245,700	\$273,000	\$307,100
Regular	FY	Prof.	5		\$142,600	\$156,900	\$171,100	\$185,400	\$199,600	\$213,900	\$235,300	\$256,700	\$285,200	\$320,900
Regular	FY	Prof.	6		\$150,200	\$165,200	\$180,200	\$195,300	\$210,300	\$225,300	\$247,800	\$270,400	\$300,400	\$338,000
Regular	FY	Prof.	7		\$167,700	\$184,500	\$201,200	\$218,000	\$234,800	\$251,600	\$276,700	\$301,900	\$335,400	\$377,300
Regular	FY	Prof.	8		\$174,500	\$192,000	\$209,400	\$226,900	\$244,300	\$261,800	\$287,900	\$314,100	\$349,000	\$392,600
Regular	FY	Prof.	9		\$187,600	\$206,400	\$225,100	\$243,900	\$262,600	\$281,400	\$309,500	\$337,700	\$375,200	\$422,100

APPENDIX E
UC Faculty Salaries Task Force
Costing Models - Based on the Median Average: Year 2

Campus Mean Scales
After Adjusting Oct. 2010 by + 3%

(Based on Oct 2010 +3%)					Campus Means after Bringing Faculty to the Median Average									
Scale Type	AYFY	Rank	STEP	Median Average	BK	DV	IR	LA	MC	RV	SB	SC	SD	
Regular	AY	Asst.	1	\$66,300	\$72,100	\$69,200	\$66,300	\$72,100	\$66,300	\$66,300	\$72,100	\$66,300	\$69,200	
Regular	AY	Asst.	2	\$67,600	\$75,100	\$70,800	\$68,400	\$74,500	\$69,300	\$68,600	\$73,200	\$68,800	\$71,400	
Regular	AY	Asst.	3	\$69,200	\$78,100	\$72,700	\$69,800	\$80,200	\$70,400	\$71,400	\$74,300	\$70,600	\$75,100	
Regular	AY	Asst.	4	\$73,200	\$81,700	\$74,600	\$74,800	\$82,400	\$74,800	\$74,800	\$78,500	\$75,400	\$76,700	
Regular	AY	Asst.	5	\$75,600	\$83,400	\$76,400	\$78,100	\$87,000	\$77,500	\$78,700	\$79,800	\$76,500	\$78,700	
Regular	AY	Asst.	6	\$77,900	\$85,100	\$77,900	\$81,200	\$88,700	\$78,200	\$80,600	\$81,100	\$80,300	\$83,700	
Regular	AY	Assoc.	1	\$75,900	\$83,500	\$78,100	\$78,200	\$90,400	\$77,600	\$78,800	\$79,900	\$76,600	\$80,200	
Regular	AY	Assoc.	2	\$78,700	\$93,600	\$81,300	\$81,300	\$93,300	\$83,100	\$81,200	\$81,200	\$80,400	\$83,800	
Regular	AY	Assoc.	3	\$83,300	\$94,400	\$84,200	\$85,600	\$96,300	\$85,900	\$85,300	\$87,500	\$83,700	\$87,300	
Regular	AY	Assoc.	4	\$85,700	\$96,300	\$87,600	\$89,800	\$99,300	\$88,600	\$89,100	\$88,500	\$87,500	\$88,200	
Regular	AY	Assoc.	5	\$92,600	\$98,200	\$95,300	\$94,000	\$101,100	\$90,500	\$94,000	\$91,600	\$92,600	\$92,600	
Regular	AY	Prof.	1	\$88,200	\$103,200	\$90,100	\$89,900	\$106,600	\$92,400	\$93,300	\$94,700	\$90,800	\$93,100	
Regular	AY	Prof.	2	\$97,700	\$108,200	\$99,000	\$101,400	\$114,000	\$97,700	\$99,200	\$103,600	\$98,600	\$103,300	
Regular	AY	Prof.	3	\$101,200	\$112,600	\$104,600	\$104,300	\$126,000	\$105,900	\$103,600	\$105,600	\$102,400	\$107,100	
Regular	AY	Prof.	4	\$107,600	\$119,500	\$110,000	\$116,600	\$127,700	\$108,000	\$109,200	\$108,800	\$111,400	\$111,200	
Regular	AY	Prof.	5	\$115,000	\$124,100	\$116,600	\$119,600	\$131,400	\$115,100	\$120,800	\$119,400	\$115,500	\$120,400	
Regular	AY	Prof.	6	\$122,200	\$133,700	\$124,800	\$128,700	\$142,300	\$122,200	\$125,000	\$124,100	\$124,800	\$127,900	
Regular	AY	Prof.	7	\$133,600	\$141,300	\$136,700	\$139,200	\$151,400	\$133,600	\$138,000	\$137,700	\$136,400	\$143,300	
Regular	AY	Prof.	8	\$142,100	\$148,500	\$145,100	\$149,600	\$157,800	\$151,000	\$143,100	\$145,200	\$143,000	\$144,600	
Regular	AY	Prof.	9	\$153,000	\$157,500	\$156,000	\$158,400	\$169,800	\$155,200	\$157,100	\$161,200	\$154,900	\$156,600	
Diff btwn Step 8 & 9				\$10,900	\$9,000	\$10,900	\$8,800	\$12,000	\$4,200	\$14,000	\$16,000	\$11,900	\$12,000	
(Based on Oct 2010 +3%)														
Scale Type	AYFY	Rank	STEP	Median Average	BK	DV	IR	LA	MC	RV	SB	SC	SD	
Regular	FY	Asst.	1	\$76,900	\$83,600	\$80,300	\$76,900	\$83,600	\$76,900	\$76,900	\$83,600	\$76,900	\$80,300	
Regular	FY	Asst.	2	\$78,400	\$87,100	\$82,100	\$79,300	\$86,400	\$80,400	\$79,600	\$84,900	\$79,800	\$82,800	
Regular	FY	Asst.	3	\$80,300	\$90,600	\$84,300	\$81,000	\$93,000	\$81,700	\$82,800	\$86,200	\$81,900	\$87,100	
Regular	FY	Asst.	4	\$84,900	\$94,800	\$86,500	\$86,800	\$95,600	\$86,800	\$86,800	\$91,100	\$87,500	\$89,000	
Regular	FY	Asst.	5	\$87,700	\$96,700	\$88,600	\$90,600	\$100,900	\$89,900	\$91,300	\$92,600	\$88,700	\$91,300	
Regular	FY	Asst.	6	\$90,400	\$98,700	\$90,400	\$94,200	\$102,900	\$90,700	\$93,500	\$94,100	\$93,100	\$97,100	
Regular	FY	Assoc.	1	\$88,000	\$96,900	\$90,600	\$90,700	\$104,900	\$90,000	\$91,400	\$92,700	\$88,900	\$93,000	
Regular	FY	Assoc.	2	\$91,300	\$108,600	\$94,300	\$94,300	\$108,200	\$96,400	\$94,200	\$94,200	\$93,300	\$97,200	
Regular	FY	Assoc.	3	\$96,600	\$109,500	\$97,700	\$99,300	\$111,700	\$99,600	\$98,900	\$101,500	\$97,100	\$101,300	
Regular	FY	Assoc.	4	\$99,400	\$111,700	\$101,600	\$104,200	\$115,200	\$102,800	\$103,400	\$102,700	\$101,500	\$102,300	
Regular	FY	Assoc.	5	\$107,400	\$113,900	\$110,500	\$109,000	\$117,300	\$105,000	\$109,000	\$106,300	\$107,400	\$107,400	
Regular	FY	Prof.	1	\$102,300	\$119,700	\$104,500	\$104,300	\$123,700	\$107,200	\$108,200	\$109,900	\$105,300	\$108,000	
Regular	FY	Prof.	2	\$113,300	\$125,500	\$114,800	\$117,600	\$132,200	\$113,300	\$115,100	\$120,200	\$114,400	\$119,800	
Regular	FY	Prof.	3	\$117,400	\$130,600	\$121,300	\$121,000	\$146,200	\$122,800	\$120,200	\$122,500	\$118,800	\$124,200	
Regular	FY	Prof.	4	\$124,800	\$138,600	\$127,600	\$135,300	\$148,100	\$125,300	\$126,700	\$126,200	\$129,200	\$129,000	
Regular	FY	Prof.	5	\$133,400	\$144,000	\$135,300	\$138,700	\$152,400	\$133,500	\$140,100	\$138,500	\$134,000	\$139,700	
Regular	FY	Prof.	6	\$141,800	\$155,100	\$144,800	\$149,300	\$165,100	\$141,800	\$145,000	\$144,000	\$144,800	\$148,400	
Regular	FY	Prof.	7	\$155,000	\$163,900	\$158,600	\$161,500	\$175,600	\$155,000	\$160,100	\$159,700	\$158,200	\$166,200	
Regular	FY	Prof.	8	\$164,800	\$172,300	\$168,300	\$173,500	\$183,000	\$175,200	\$166,000	\$168,400	\$165,900	\$167,700	
Regular	FY	Prof.	9	\$177,500	\$182,700	\$181,000	\$183,700	\$197,000	\$180,000	\$182,200	\$187,000	\$179,700	\$181,700	
Diff btwn Step 8 & 9				\$12,700	\$10,400	\$12,700	\$10,200	\$14,000	\$4,800	\$16,200	\$18,600	\$13,800	\$14,000	

APPENDIX E
UC Faculty Salaries Task Force
Costing Models - Based on the Median Average: Year 2

Campus Mean Scales
After Adjusting Oct. 2010 by + 3%

(Based on Oct 2010 +3%)					Campus Means after Bringing Faculty to 5th Lowest Mean									
Scale Type	AYFY	Rank	STEP	Median Average	BK	DV	IR	LA	MC	RV	SB	SC	SD	
Bus/Econ/Eng	AY	Asst.	1	\$88,400	\$96,100	\$92,200	\$88,400	\$96,100	\$88,400	\$88,400	\$96,100	\$88,400	\$92,200	
Bus/Econ/Eng	AY	Asst.	2	\$89,400	\$99,300	\$93,600	\$90,500	\$98,500	\$91,700	\$90,700	\$96,800	\$91,000	\$94,400	
Bus/Econ/Eng	AY	Asst.	3	\$90,900	\$102,600	\$95,500	\$91,700	\$105,400	\$92,500	\$93,800	\$97,700	\$92,800	\$98,700	
Bus/Econ/Eng	AY	Asst.	4	\$95,900	\$107,000	\$97,700	\$98,000	\$107,900	\$98,000	\$98,000	\$102,800	\$98,800	\$100,500	
Bus/Econ/Eng	AY	Asst.	5	\$98,400	\$108,500	\$99,400	\$101,600	\$113,200	\$100,900	\$102,400	\$103,900	\$99,600	\$102,400	
Bus/Econ/Eng	AY	Asst.	6	\$100,200	\$109,400	\$100,200	\$104,400	\$114,100	\$100,600	\$103,700	\$104,300	\$103,300	\$107,600	
Bus/Econ/Eng	AY	Assoc.	1	\$98,800	\$108,600	\$101,600	\$101,700	\$117,600	\$101,000	\$102,500	\$104,000	\$99,700	\$104,300	
Bus/Econ/Eng	AY	Assoc.	2	\$101,200	\$109,500	\$104,500	\$104,500	\$120,000	\$106,800	\$104,400	\$104,400	\$103,400	\$107,700	
Bus/Econ/Eng	AY	Assoc.	3	\$105,500	\$114,000	\$106,600	\$108,400	\$122,000	\$108,800	\$108,000	\$110,800	\$106,000	\$110,600	
Bus/Econ/Eng	AY	Assoc.	4	\$107,200	\$118,400	\$107,700	\$110,400	\$125,000	\$110,400	\$109,500	\$112,700	\$107,500	\$111,900	
Bus/Econ/Eng	AY	Assoc.	5	\$108,800	\$122,600	\$111,900	\$114,800	\$128,000	\$112,000	\$110,400	\$114,600	\$108,800	\$113,200	
Bus/Econ/Eng	AY	Prof.	1	\$108,400	\$126,800	\$110,700	\$110,500	\$131,000	\$113,500	\$114,600	\$116,400	\$111,600	\$114,400	
Bus/Econ/Eng	AY	Prof.	2	\$114,700	\$127,100	\$116,200	\$119,100	\$133,900	\$114,700	\$116,500	\$121,600	\$115,800	\$121,300	
Bus/Econ/Eng	AY	Prof.	3	\$117,100	\$130,300	\$121,000	\$120,700	\$145,800	\$122,500	\$119,800	\$122,200	\$118,500	\$123,900	
Bus/Econ/Eng	AY	Prof.	4	\$122,900	\$136,500	\$125,600	\$133,200	\$145,800	\$123,300	\$124,700	\$124,300	\$127,200	\$127,000	
Bus/Econ/Eng	AY	Prof.	5	\$129,800	\$140,100	\$131,600	\$135,000	\$148,300	\$129,900	\$136,400	\$134,800	\$130,400	\$135,900	
Bus/Econ/Eng	AY	Prof.	6	\$137,100	\$150,000	\$140,000	\$144,400	\$159,600	\$137,100	\$140,200	\$139,200	\$140,000	\$143,500	
Bus/Econ/Eng	AY	Prof.	7	\$148,500	\$157,100	\$152,000	\$154,700	\$168,300	\$148,500	\$153,400	\$153,100	\$151,600	\$159,300	
Bus/Econ/Eng	AY	Prof.	8	\$156,200	\$163,200	\$159,500	\$164,400	\$173,500	\$166,000	\$157,300	\$159,600	\$157,200	\$158,900	
Bus/Econ/Eng	AY	Prof.	9	\$167,700	\$172,600	\$170,900	\$173,600	\$186,100	\$170,100	\$172,100	\$176,600	\$169,700	\$171,600	
Diff btwn Step 8 & 9				\$11,500	\$9,400	\$11,400	\$9,200	\$12,600	\$4,100	\$14,800	\$17,000	\$12,500	\$12,700	
(Based on Oct 2010 +3%)														
Scale Type	AYFY	Rank	STEP	Median Average	BK	DV	IR	LA	MC	RV	SB	SC	SD	
Bus/Econ/Eng	FY	Asst.	1	\$102,500	\$111,400	\$107,000	\$102,500	\$111,400	\$102,500	\$102,500	\$111,400	\$102,500	\$107,000	
Bus/Econ/Eng	FY	Asst.	2	\$103,700	\$115,200	\$108,600	\$104,900	\$114,300	\$106,300	\$105,300	\$112,300	\$105,600	\$109,500	
Bus/Econ/Eng	FY	Asst.	3	\$105,500	\$119,100	\$110,800	\$106,500	\$122,200	\$107,400	\$108,800	\$113,300	\$107,600	\$114,500	
Bus/Econ/Eng	FY	Asst.	4	\$111,200	\$124,200	\$113,300	\$113,700	\$125,200	\$113,700	\$113,700	\$119,300	\$114,600	\$116,600	
Bus/Econ/Eng	FY	Asst.	5	\$114,100	\$125,900	\$115,300	\$117,900	\$131,300	\$117,000	\$118,800	\$120,500	\$115,400	\$118,800	
Bus/Econ/Eng	FY	Asst.	6	\$116,300	\$126,900	\$116,300	\$121,200	\$132,300	\$116,700	\$120,300	\$121,000	\$119,700	\$124,900	
Bus/Econ/Eng	FY	Assoc.	1	\$114,500	\$126,100	\$117,900	\$118,000	\$136,500	\$117,100	\$118,900	\$120,600	\$115,700	\$121,000	
Bus/Econ/Eng	FY	Assoc.	2	\$117,400	\$127,000	\$121,200	\$121,200	\$139,100	\$123,900	\$121,100	\$121,100	\$120,000	\$125,000	
Bus/Econ/Eng	FY	Assoc.	3	\$122,300	\$132,200	\$123,700	\$125,800	\$141,500	\$126,100	\$125,200	\$128,500	\$123,000	\$128,300	
Bus/Econ/Eng	FY	Assoc.	4	\$124,200	\$137,300	\$124,900	\$128,100	\$145,000	\$128,100	\$127,100	\$130,700	\$124,800	\$129,800	
Bus/Econ/Eng	FY	Assoc.	5	\$126,100	\$142,200	\$129,800	\$133,200	\$148,500	\$129,900	\$128,000	\$132,900	\$126,100	\$131,300	
Bus/Econ/Eng	FY	Prof.	1	\$125,700	\$147,100	\$128,400	\$128,200	\$152,000	\$131,700	\$133,000	\$135,000	\$129,400	\$132,700	
Bus/Econ/Eng	FY	Prof.	2	\$133,000	\$147,400	\$134,800	\$138,100	\$155,200	\$133,000	\$135,200	\$141,100	\$134,300	\$140,700	
Bus/Econ/Eng	FY	Prof.	3	\$135,800	\$151,100	\$140,300	\$140,000	\$169,100	\$142,100	\$139,100	\$141,700	\$137,400	\$143,700	
Bus/Econ/Eng	FY	Prof.	4	\$142,500	\$158,300	\$145,700	\$154,500	\$169,100	\$143,100	\$144,700	\$144,100	\$147,600	\$147,300	
Bus/Econ/Eng	FY	Prof.	5	\$150,600	\$162,500	\$152,700	\$156,600	\$172,000	\$150,700	\$158,100	\$156,300	\$151,300	\$157,700	
Bus/Econ/Eng	FY	Prof.	6	\$159,000	\$174,000	\$162,400	\$167,500	\$185,200	\$159,000	\$162,600	\$161,500	\$162,400	\$166,500	
Bus/Econ/Eng	FY	Prof.	7	\$172,300	\$182,200	\$176,300	\$179,500	\$195,200	\$172,300	\$178,000	\$177,500	\$175,900	\$184,700	
Bus/Econ/Eng	FY	Prof.	8	\$181,200	\$189,400	\$185,000	\$190,700	\$201,200	\$192,600	\$182,500	\$185,100	\$182,400	\$184,300	
Bus/Econ/Eng	FY	Prof.	9	\$194,500	\$200,200	\$198,300	\$201,300	\$215,900	\$197,200	\$199,700	\$204,900	\$196,900	\$199,100	
Diff btwn Step 8 & 9				\$13,300	\$10,800	\$13,300	\$10,600	\$14,700	\$4,600	\$17,200	\$19,800	\$14,500	\$14,800	

APPENDIX F
UC Faculty Salaries Task Force
Costing Models - Based on the Median Average: Year 3

Campus Mean Scales
After Adjusting Oct. 2010 by + 3%

Final 1/25/2012

					Campus Means after Bringing Faculty to the Median Average								
Scale Type	AYFY	Rank	STEP	Median Average	BK	DV	IR	LA	MC	RV	SB	SC	SD
Regular	AY	Asst.	1	\$69,200	\$72,100	\$72,100	\$70,700	\$72,100	\$69,200	\$70,700	\$72,100	\$70,700	\$70,700
Regular	AY	Asst.	2	\$71,000	\$76,400	\$72,600	\$72,400	\$76,500	\$71,000	\$72,800	\$75,000	\$71,000	\$73,300
Regular	AY	Asst.	3	\$73,900	\$80,700	\$76,600	\$74,100	\$80,400	\$73,900	\$74,900	\$77,800	\$74,000	\$75,900
Regular	AY	Asst.	4	\$77,300	\$81,700	\$80,500	\$77,900	\$84,200	\$77,300	\$78,000	\$82,400	\$78,100	\$78,300
Regular	AY	Asst.	5	\$79,600	\$84,100	\$82,800	\$80,900	\$88,100	\$80,500	\$81,100	\$82,750	\$80,500	\$80,700
Regular	AY	Asst.	6	\$81,600	\$86,500	\$84,700	\$83,100	\$89,800	\$81,600	\$86,500	\$83,100	\$82,800	\$84,800
Regular	AY	Assoc.	1	\$80,600	\$84,200	\$82,900	\$81,000	\$90,300	\$80,600	\$83,700	\$82,850	\$80,600	\$82,700
Regular	AY	Assoc.	2	\$81,800	\$92,200	\$84,800	\$83,200	\$95,100	\$83,000	\$86,600	\$83,200	\$82,900	\$86,600
Regular	AY	Assoc.	3	\$87,900	\$95,200	\$92,000	\$89,400	\$99,450	\$89,700	\$90,100	\$90,000	\$88,500	\$90,500
Regular	AY	Assoc.	4	\$91,400	\$98,200	\$94,100	\$93,800	\$103,800	\$96,300	\$95,000	\$94,600	\$91,400	\$93,900
Regular	AY	Assoc.	5	\$96,200	\$99,300	\$104,500	\$97,100	\$106,200	\$97,000	\$96,900	\$104,300	\$99,400	\$97,700
Regular	AY	Prof.	1	\$97,600	\$109,300	\$106,100	\$93,900	\$108,500	\$97,600	\$104,200	\$99,500	\$98,300	\$100,000
Regular	AY	Prof.	2	\$102,000	\$119,300	\$108,500	\$103,800	\$117,300	\$104,100	\$106,100	\$104,400	\$103,500	\$107,100
Regular	AY	Prof.	3	\$109,200	\$122,800	\$115,400	\$111,200	\$127,600	\$109,200	\$114,700	\$114,200	\$110,700	\$113,600
Regular	AY	Prof.	4	\$117,700	\$126,300	\$126,700	\$124,000	\$132,200	\$117,700	\$127,000	\$118,200	\$119,400	\$119,300
Regular	AY	Prof.	5	\$122,900	\$130,600	\$132,900	\$125,300	\$136,700	\$126,700	\$132,700	\$124,800	\$124,800	\$127,800
Regular	AY	Prof.	6	\$129,500	\$139,900	\$141,300	\$132,500	\$147,600	\$135,700	\$137,400	\$131,600	\$130,400	\$132,600
Regular	AY	Prof.	7	\$144,600	\$151,400	\$159,200	\$147,400	\$155,200	\$144,600	\$153,000	\$147,500	\$146,300	\$152,500
Regular	AY	Prof.	8	\$150,400	\$156,600	\$164,400	\$152,200	\$163,200	\$153,200	\$157,400	\$151,200	\$153,900	\$156,600
Regular	AY	Prof.	9	\$161,700	\$168,100	\$175,400	\$167,400	\$174,200	\$161,700	\$172,400	\$167,300	\$161,700	\$165,400
Diff btwn Step 8 & 9				\$11,300	\$11,500	\$11,000	\$15,200	\$11,000	\$8,500	\$15,000	\$16,100	\$7,800	\$8,800
Scale Type	AYFY	Rank	STEP	Median Average	BK	DV	IR	LA	MC	RV	SB	SC	SD
Regular	FY	Asst.	1	\$80,300	\$83,600	\$83,600	\$82,000	\$83,600	\$80,300	\$82,000	\$83,600	\$82,000	\$82,000
Regular	FY	Asst.	2	\$82,400	\$88,600	\$84,200	\$84,000	\$88,700	\$82,400	\$84,400	\$87,000	\$82,400	\$85,000
Regular	FY	Asst.	3	\$85,700	\$93,600	\$88,900	\$86,000	\$93,300	\$85,700	\$86,900	\$90,200	\$85,800	\$88,000
Regular	FY	Asst.	4	\$89,700	\$94,800	\$93,400	\$90,400	\$97,700	\$89,700	\$90,500	\$95,600	\$90,600	\$90,800
Regular	FY	Asst.	5	\$92,300	\$97,600	\$96,000	\$93,800	\$102,200	\$93,400	\$94,100	\$96,000	\$93,400	\$93,600
Regular	FY	Asst.	6	\$94,700	\$100,300	\$98,300	\$96,400	\$104,200	\$94,700	\$100,300	\$96,400	\$96,000	\$98,400
Regular	FY	Assoc.	1	\$93,500	\$97,700	\$96,200	\$94,000	\$104,700	\$93,500	\$97,100	\$96,100	\$93,500	\$95,900
Regular	FY	Assoc.	2	\$94,900	\$107,000	\$98,400	\$96,500	\$110,300	\$96,300	\$100,500	\$96,500	\$96,200	\$100,500
Regular	FY	Assoc.	3	\$102,000	\$110,400	\$106,700	\$103,700	\$115,400	\$104,100	\$104,500	\$104,400	\$102,700	\$105,000
Regular	FY	Assoc.	4	\$106,000	\$113,900	\$109,200	\$108,800	\$120,400	\$111,700	\$110,200	\$109,700	\$106,000	\$108,900
Regular	FY	Assoc.	5	\$111,600	\$115,200	\$121,200	\$112,600	\$123,200	\$112,500	\$112,400	\$121,000	\$115,300	\$113,300
Regular	FY	Prof.	1	\$113,200	\$126,800	\$123,100	\$108,900	\$125,900	\$113,200	\$120,900	\$115,400	\$114,000	\$116,000
Regular	FY	Prof.	2	\$118,300	\$138,400	\$125,900	\$120,400	\$136,100	\$120,800	\$123,100	\$121,100	\$120,100	\$124,200
Regular	FY	Prof.	3	\$126,700	\$142,400	\$133,900	\$129,000	\$148,000	\$126,700	\$133,100	\$132,500	\$128,400	\$131,800
Regular	FY	Prof.	4	\$136,500	\$146,500	\$147,000	\$143,800	\$153,400	\$136,500	\$147,300	\$137,100	\$138,500	\$138,400
Regular	FY	Prof.	5	\$142,600	\$151,500	\$154,200	\$145,300	\$158,600	\$147,000	\$153,900	\$144,800	\$144,800	\$148,200
Regular	FY	Prof.	6	\$150,200	\$162,300	\$163,900	\$153,700	\$171,200	\$157,400	\$159,400	\$152,700	\$151,300	\$153,800
Regular	FY	Prof.	7	\$167,700	\$175,600	\$184,700	\$171,000	\$180,000	\$167,700	\$177,500	\$171,100	\$169,700	\$176,900
Regular	FY	Prof.	8	\$174,500	\$181,700	\$190,700	\$176,600	\$189,300	\$177,700	\$182,600	\$175,400	\$178,500	\$181,700
Regular	FY	Prof.	9	\$187,600	\$195,000	\$203,500	\$194,200	\$202,100	\$187,600	\$200,000	\$194,100	\$187,600	\$191,900
Diff btwn Step 8 & 9				\$13,100	\$13,300	\$12,800	\$17,600	\$12,800	\$9,900	\$17,400	\$18,700	\$9,100	\$10,200

APPENDIX F
UC Faculty Salaries Task Force
Costing Models - Based on the Median Average: Year 3

Campus Mean Scales
After Adjusting Oct. 2010 by + 3%

Final 1/25/2012

					Campus Means after Bringing Faculty to 5th Lowest Mean									
Scale Type	AYFY	Rank	STEP	Median Average	BK	DV	IR	LA	MC	RV	SB	SC	SD	
Bus/Econ/Eng	AY	Asst.	1	\$92,200	\$96,100	\$96,100	\$94,200	\$96,100	\$92,200	\$94,200	\$96,100	\$94,200	\$94,200	
Bus/Econ/Eng	AY	Asst.	2	\$93,900	\$101,100	\$98,400	\$95,800	\$101,200	\$93,900	\$96,300	\$99,200	\$93,900	\$97,000	
Bus/Econ/Eng	AY	Asst.	3	\$97,100	\$106,100	\$100,700	\$97,400	\$105,700	\$97,100	\$98,400	\$102,300	\$97,300	\$99,800	
Bus/Econ/Eng	AY	Asst.	4	\$101,300	\$107,000	\$105,500	\$102,100	\$110,300	\$101,300	\$102,200	\$107,900	\$102,300	\$102,600	
Bus/Econ/Eng	AY	Asst.	5	\$103,600	\$109,500	\$107,800	\$105,300	\$114,700	\$104,800	\$105,600	\$107,700	\$104,800	\$105,000	
Bus/Econ/Eng	AY	Asst.	6	\$104,900	\$111,300	\$108,900	\$106,900	\$115,500	\$104,900	\$111,300	\$106,900	\$106,500	\$109,100	
Bus/Econ/Eng	AY	Assoc.	1	\$104,900	\$109,600	\$107,900	\$105,400	\$117,500	\$104,900	\$108,900	\$107,800	\$104,900	\$107,600	
Bus/Econ/Eng	AY	Assoc.	2	\$105,200	\$118,500	\$109,000	\$107,000	\$122,300	\$106,700	\$111,300	\$107,000	\$106,600	\$111,300	
Bus/Econ/Eng	AY	Assoc.	3	\$111,300	\$119,600	\$116,500	\$113,200	\$125,900	\$113,600	\$114,100	\$114,000	\$112,100	\$114,600	
Bus/Econ/Eng	AY	Assoc.	4	\$112,300	\$120,700	\$119,600	\$115,300	\$127,600	\$118,400	\$116,800	\$116,300	\$112,300	\$115,400	
Bus/Econ/Eng	AY	Assoc.	5	\$113,000	\$121,800	\$122,700	\$114,000	\$124,700	\$113,900	\$122,400	\$122,500	\$116,700	\$114,700	
Bus/Econ/Eng	AY	Prof.	1	\$119,900	\$134,300	\$130,400	\$115,400	\$133,300	\$119,900	\$128,000	\$122,300	\$120,800	\$122,900	
Bus/Econ/Eng	AY	Prof.	2	\$123,100	\$140,100	\$132,000	\$121,900	\$137,700	\$122,200	\$130,400	\$122,600	\$121,500	\$125,800	
Bus/Econ/Eng	AY	Prof.	3	\$126,300	\$142,100	\$133,500	\$128,600	\$147,600	\$126,300	\$132,700	\$132,100	\$128,100	\$131,400	
Bus/Econ/Eng	AY	Prof.	4	\$134,400	\$144,200	\$144,700	\$141,600	\$151,000	\$134,400	\$145,000	\$135,000	\$136,400	\$136,300	
Bus/Econ/Eng	AY	Prof.	5	\$138,700	\$147,400	\$150,000	\$141,400	\$154,300	\$143,000	\$149,800	\$140,900	\$140,900	\$144,300	
Bus/Econ/Eng	AY	Prof.	6	\$145,300	\$156,900	\$158,500	\$148,600	\$165,600	\$152,200	\$154,100	\$147,600	\$146,300	\$148,700	
Bus/Econ/Eng	AY	Prof.	7	\$160,700	\$168,300	\$177,000	\$163,800	\$172,500	\$160,700	\$170,100	\$164,000	\$162,600	\$169,500	
Bus/Econ/Eng	AY	Prof.	8	\$165,300	\$172,100	\$180,700	\$167,300	\$179,400	\$168,400	\$173,000	\$166,200	\$169,200	\$172,100	
Bus/Econ/Eng	AY	Prof.	9	\$177,200	\$184,200	\$192,200	\$183,400	\$190,900	\$177,200	\$188,900	\$183,300	\$177,200	\$181,200	
Diff btwn Step 8 & 9				\$11,900	\$12,100	\$11,500	\$16,100	\$11,500	\$8,800	\$15,900	\$17,100	\$8,000	\$9,100	
Scale Type	AYFY	Rank	STEP	Median Average	BK	DV	IR	LA	MC	RV	SB	SC	SD	
Bus/Econ/Eng	FY	Asst.	1	\$107,000	\$111,400	\$111,400	\$109,300	\$111,400	\$107,000	\$109,300	\$111,400	\$109,300	\$109,300	
Bus/Econ/Eng	FY	Asst.	2	\$109,000	\$117,200	\$114,100	\$111,100	\$117,300	\$109,000	\$111,600	\$115,100	\$109,000	\$112,400	
Bus/Econ/Eng	FY	Asst.	3	\$112,600	\$123,000	\$116,800	\$113,000	\$122,600	\$112,600	\$114,200	\$118,500	\$112,800	\$115,700	
Bus/Econ/Eng	FY	Asst.	4	\$117,500	\$124,200	\$122,400	\$118,400	\$128,000	\$117,500	\$118,600	\$125,200	\$118,700	\$118,900	
Bus/Econ/Eng	FY	Asst.	5	\$120,100	\$127,000	\$124,900	\$122,100	\$133,000	\$121,600	\$122,500	\$124,900	\$121,600	\$121,800	
Bus/Econ/Eng	FY	Asst.	6	\$121,800	\$129,000	\$126,400	\$124,000	\$134,000	\$121,800	\$129,000	\$124,000	\$123,500	\$126,600	
Bus/Econ/Eng	FY	Assoc.	1	\$121,600	\$127,100	\$125,200	\$122,300	\$136,200	\$121,600	\$126,300	\$125,000	\$121,600	\$124,800	
Bus/Econ/Eng	FY	Assoc.	2	\$122,000	\$137,600	\$126,500	\$124,100	\$141,800	\$123,800	\$129,200	\$124,100	\$123,700	\$129,200	
Bus/Econ/Eng	FY	Assoc.	3	\$129,200	\$138,700	\$135,100	\$131,300	\$146,100	\$131,800	\$132,300	\$132,200	\$130,100	\$133,000	
Bus/Econ/Eng	FY	Assoc.	4	\$130,300	\$140,000	\$138,700	\$133,700	\$148,000	\$137,300	\$135,400	\$134,800	\$130,300	\$133,800	
Bus/Econ/Eng	FY	Assoc.	5	\$131,100	\$141,300	\$142,300	\$132,200	\$144,700	\$132,100	\$142,000	\$142,100	\$135,400	\$133,100	
Bus/Econ/Eng	FY	Prof.	1	\$139,100	\$155,800	\$151,300	\$133,800	\$154,700	\$139,100	\$148,600	\$141,800	\$140,100	\$142,500	
Bus/Econ/Eng	FY	Prof.	2	\$142,900	\$162,500	\$153,100	\$141,400	\$159,800	\$141,800	\$151,300	\$142,200	\$141,000	\$145,800	
Bus/Econ/Eng	FY	Prof.	3	\$146,600	\$164,700	\$154,900	\$149,200	\$171,200	\$146,600	\$154,000	\$153,300	\$148,500	\$152,500	
Bus/Econ/Eng	FY	Prof.	4	\$155,900	\$167,300	\$167,900	\$164,200	\$175,200	\$155,900	\$168,200	\$156,600	\$158,200	\$158,100	
Bus/Econ/Eng	FY	Prof.	5	\$161,000	\$171,000	\$174,100	\$164,000	\$179,000	\$165,900	\$173,700	\$163,400	\$163,400	\$167,300	
Bus/Econ/Eng	FY	Prof.	6	\$168,500	\$182,000	\$183,800	\$172,400	\$192,000	\$176,500	\$178,800	\$171,300	\$169,700	\$172,500	
Bus/Econ/Eng	FY	Prof.	7	\$186,400	\$195,200	\$205,300	\$190,100	\$200,100	\$186,400	\$197,300	\$190,200	\$188,600	\$196,600	
Bus/Econ/Eng	FY	Prof.	8	\$191,800	\$199,700	\$209,600	\$194,100	\$208,100	\$195,300	\$200,700	\$192,800	\$196,200	\$199,700	
Bus/Econ/Eng	FY	Prof.	9	\$205,600	\$213,700	\$223,000	\$212,800	\$221,500	\$205,600	\$219,200	\$212,700	\$205,600	\$210,300	
Diff btwn Step 8 & 9				\$13,800	\$14,000	\$13,400	\$18,700	\$13,400	\$10,300	\$18,500	\$19,900	\$9,400	\$10,600	

APPENDIX G

Note about Costing for Above Scale Faculty:

Campuses vary in their practices for determining merit increases for Above Scale faculty.

In an effort to include Above Scale faculty in this costing model, the following approximation was used:

In Year 2, if both steps 1 & 2 of the costing model were followed, the average percentage increase received by faculty at Professor Step 9 would be 4.8%. For both the Status quo and the new model (Step 2) merit process costing, this percentage increase was used to simulate merit costs.

Above Scale faculty may be reviewed for merit less frequently than every three years.

The "Status quo" and modeled cost of merit increases for Above Scale increases in Years 2 and 3 would be:

Campus	Year 2			Year 3		
	# Above Scale	1/3 of A.S.	Simulated Merit Cost for 1/3 of A.S.	# Above Scale (incl. advancements from Yr. 2)	# of A.S. up for merit	Simulated Merit Cost for 1/3 of A.S.
UC System	821	274	\$2,488,851	995	273	\$2,483,224
Berkeley	194	65	\$585,817	227	64	\$585,844
Davis	68	23	\$207,150	94	23	\$202,413
Irvine	60	20	\$177,877	76	21	\$181,726
UCLA	195	65	\$620,589	224	65	\$629,996
Merced	1	1	\$7,619	2	0	\$0
Riverside	44	15	\$131,065	58	16	\$147,924
Santa Barbara	99	33	\$290,834	122	34	\$290,361
Santa Cruz	34	11	\$100,798	42	9	\$80,345
San Diego	126	42	\$372,181	150	41	\$364,615