

2015-16 Salary Program for Academic Appointees

Ladder-rank Faculty,
Health Sciences Compensation Plan (HSCP) Faculty,
Non-ladder-rank (non-HSCP) Faculty and Other Non-represented Academic Appointees,
And Deans and Certain Full-time Academic Administrators

August 2, 2015

In November 2014, The Regents approved a 2015-16 budget for UC that included a 3% increase in employee salary. The budget also included funds for the salary increases associated with UC's merit review system. The regular merit program continues in 2015-16. In April 2015, for planning purposes only, the President outlined the way in which the salary plan would be handled for ladder-rank faculty should the ongoing budget negotiations result in funding levels that permitted implementation of the budgeted 3% salary program. The budget negotiations were successful, and the President approved implementation effective July 1, 2015 of the salary increase program for all non-represented employees, including academic personnel.

The President established a two-part salary plan for ladder-rank faculty (see Appendix 1): (1) a 1.5% across-the-board increase to on-scale, off-scale, and above-scale salary components for all ladder-rank faculty and (2) creation of a discretionary pool equivalent to 1.5% of budgeted ladder-rank faculty salaries to address equity, compression, inversion, and exceptional merit. It was expected that every campus would be able to identify enough faculty that the entire additional 1.5% would be used. The same general approach was to be used for other groups of academic personnel, specifically: a) Health Sciences Compensation Plan (HSCP) faculty participants, including both ladder-rank and non-ladder-rank HSCP faculty (see Appendix 2); and b) non-ladder-rank, non-HSCP faculty and other non-represented academic appointees (see Appendix 3). The implementation plans for groups a and b were developed by an advisory group to Provost Dorr that included Vice Provost Carlson, the Chair and Vice Chair of the Academic Senate, a variety of UCOP administrators, and campus faculty and administrators familiar with the particular titles. This document also addresses possible salary actions for academic personnel not covered in the above groups – namely, Deans and Certain Full-Time Academic Administrators covered under APM - 240 and APM - 246 (see Appendix 4). These salary actions are related to their administrative salaries, not their underlying faculty titles; the same general approach was used for them as it was for the other groups.

APPENDIX 1
2015-16 Salary Program for Ladder-rank Faculty

Main Points of the Salary Program

- The regular merit program continues.
- In addition, campuses will budget for a salary pool consisting in 3% salary of the on-scale, off-scale, and above scale dollars for faculty who are not on a Health Sciences Compensation Plan (HSCP).
- 1.5% of the 3% should be allocated for a 1.5% increase in the scale salary and also a 1.5% increase in the off-scale for ladder faculty through Professor IX, all effective July 1, 2015. Above scale ladder faculty should also receive a 1.5% increase effective July 1, 2015.
- Details in this document, Appendix 1, cover only general campus ladder-rank faculty. For ladder-rank faculty in the HSCP, see Appendix 2 for details of the 2015-16 salary plan.
- Action should be taken for all ladder faculty with an active appointment (with or without salary) as of July 1, 2015, with the possible exception of newly recruited faculty for whom an additional increase in the off-scale component or the above scale salary may not be appropriate. Campuses have discretion to make decisions about any new salary increases in off-scale or above scale for these new faculty.
- The remaining 1.5% of the budgeted 3% increase should be used *only for four purposes*, for ladder faculty with active appointments as of July 1, 2015.
 - Equity. Equity is the quality of being impartial, reasonable, fair, just. In this circumstance, equity is considered with respect to faculty salary, what it is, how it compares to others' salary, and how it was determined. As appropriate, campuses should draw from their recent faculty salary equity studies in identifying issues of equity in individual faculty member salaries.
 - Compression. Compression occurs when faculty members at lower rank/step have salaries that are almost as large as those of faculty at higher rank/step.
 - Inversion. Inversion occurs when faculty members at lower rank/step have salaries that are larger than those of faculty at higher rank/step.
 - Exceptional merit. Exceptional merit is identified by such factors as an acceleration of at least one step beyond that which would ordinarily occur at the faculty member's review, advancement to the next step at least two years earlier than the normative time, and/or receipt of a highly selective, highly prestigious academic award in one's field. Thus, exceptional merit may be tied to the regular review process in the case of some accelerations or early advancements. In any case considered to be exceptionally meritorious, the campus will need to explain the amount of the merit action that is beyond a normal action (and that, as a consequence, may be included in the 1.5% discretionary pool). Other faculty members not in this year's review cycle may also fit under the exceptional merit category.
- Campuses are expected to use their recent Faculty Salary Equity Studies in reviewing salaries for these discretionary actions; they are not expected to undertake new processes now to determine

whether there is a basis for a discretionary salary increase. A campus may choose to do so, but it is not expected.

- The discretionary 1.5% should NOT be used for regular merit, recruitment, and retention.
- The discretionary program will be effective July 1, 2015. If the salary decisions are made too late for the July 1, 2015 date, the increments should be retroactive to July 1, to the extent possible. The entire discretionary pool should be allocated by the end of December 2015.
- Consultation, according to campus practice, with the Academic Senate on handling of the 1.5% discretionary pool is strongly advised.
- Campuses will be asked to produce a report on the discretionary uses of the 1.5% pool. An explicit accounting will be due by the end of January 2016. More explicit directions will follow, but as you plan, please record the following for each faculty member whose salary is increased through the 1.5% discretionary pool:
 - 1) Name
 - 2) Department
 - 3) Rank
 - 4) Step
 - 5) Rationale for the additional funding to that faculty member (i.e., which of the four reasons explain the increment)
 - 6) Dollar amount of increase
 - 7) Percent amount of the increase
 - 8) Effective date of increase

Provost Dorr will work with Executive Vice Chancellors/Provosts and Academic Senate leaders on what should be reported to your campus faculty leaders and, separately, to UCOP.

APPENDIX 2

2015-16 Salary Program for Health Sciences Compensation Plan (HSCP) Faculty

Identification of HSCP Faculty

- This implementation of the President's plan covers all faculty (including ladder rank) who are both members of an approved Health Sciences Compensation Plan and are also appointed in any of the following six title series: Professor; Professor In Residence; Professor of Clinical X; Clinical Professor of Dentistry (50 percent or more); Adjunct Professor; and Health Sciences Clinical Professor. Acting appointees in these six title series are included as well.

Salary Pool

- The 3% salary pool is calculated on base salary dollars (X and X') and in accordance with both APM - 670 rules governing use of state funds and also the conditions described below.

Across the Board Increase

- 1.5% of the 3% pool should be allocated for a 1.5% increase in the base salary (X and X') for all faculty participating in the HSCP through Professor IX, all effective July 1, 2015. The effect of this increase will be to increase covered compensation by 1.5%. Above scale HSCP faculty should also receive a 1.5% increase effective July 1, 2015.
- Now that the President has approved implementation of the budgeted 3% faculty salary increase, Academic Personnel and Programs at UCOP will issue updated HSCP salary scales reflecting the 1.5% increase.

Discretionary Increase

- Faculty in these titles may also be considered for discretionary salary adjustment if one or more of the four criteria below are met. An amount from an appropriate fund source and up to 1.5% of the base salary may be dedicated to this discretionary salary program. The President identified four acceptable uses of the discretionary pool. They are identified below. Any one may be used for HSCP faculty, when justified; however, there is no need to use more than one. The four purposes for which the discretionary pool may be used are as follows:
 - Equity. Equity is the quality of being impartial, reasonable, fair, just. In this circumstance, equity is considered with respect to faculty salary, what it is, how it compares to others' salaries, and how it was determined. As appropriate, campuses should draw from their recent faculty salary equity studies in identifying issues of equity in individual faculty member salaries. For HSCP faculty, the most likely application of the 1.5% discretionary adjustments will be to address inequities in pay.
 - Compression. Compression occurs when faculty members at lower rank/step have salaries that are almost as large as those of faculty at higher rank/step.
 - Inversion. Inversion occurs when faculty members at lower rank/step have salaries that are larger than those of faculty at higher rank/step.
 - Exceptional merit. Exceptional merit is identified by such factors as an acceleration of at least one step beyond that which would ordinarily occur at the faculty member's review, advancement to the next step at least two years earlier than the normative time, and/or receipt of a highly selective, highly prestigious academic award in one's field. Thus,

exceptional merit may be tied to the regular review process in the case of some accelerations or early advancements (and will accordingly be reflected both in the X and X' and Y salary components), but it may also be recognized exclusively through the annual salary negotiations process within a department (in which case it would be reflected exclusively in the Y salary component). In any case considered to be exceptionally meritorious, the campus will need to explain the amount of the merit action that is beyond a normal action (and that, as a consequence, may be included in the discretionary actions of up to 1.5%). Other faculty members not in this year's review cycle may also fit under the exceptional merit category.

- Campuses are expected to use their recent Faculty Salary Equity Studies in reviewing salaries for these discretionary actions; they are not expected to undertake new processes now to determine whether there is a basis for a discretionary salary increase. A campus may choose to do so, but it is not expected to do so.
- The discretionary actions should not include regular merit, recruitment, and retention actions.
- The discretionary program will be effective July 1, 2015. Discretionary adjustments should be made retroactive to July 1, to the extent possible, and should be allocated by the end of December 2015.
- Consultation, according to campus practice, with the Academic Senate on handling of discretionary actions is strongly advised.
- Inversion or compression may in some instances occur because a faculty member has elected to have a salary lower than that of faculty members of lower rank/step because of availability of grant funds, or a desire to minimize clinical service obligations. This salary program is not intended to address situations in which an HSCP faculty member in his or her annual negotiations has voluntarily elected a total negotiated salary level that leads to inversion or compression.

Reporting Requirements

- Campuses will be asked to produce a report on the discretionary actions. An explicit accounting will be due by the end of January 2016. More explicit directions will follow, but as you implement the plan for HSCP faculty, please record the following for each faculty member whose salary is adjusted as a part of the discretionary actions:
 - 1) Name
 - 2) Department
 - 3) Rank
 - 4) Step
 - 5) Rationale for the additional compensation to that faculty member (i.e., which of the four reasons explain the increment). When the additional compensation is used to address an inequity, the rationale must be accompanied by a statement that the inequity will not reappear the following year.
 - 6) Dollar amount of the additional compensation
 - 7) Percent amount of the additional compensation
 - 8) Effective date of additional compensation
- Provost Dorr will work with the Executive Vice Chancellors/Provosts and Academic Senate leaders on what should be reported to your campus faculty leaders and, separately, to UCOP.

APPENDIX 3
2015-16 Salary Program for Non-ladder-rank (non-HSCP) Faculty
And Other Non-Represented Academic Appointees

Academic Personnel covered by this plan.

This implementation of the President's plan covers non-ladder-rank faculty who are not participants in the HSCP (i.e., non-ladder-rank faculty on general campuses and those appointed in health sciences schools who are not participants in the HSCP). This program also covers other non-represented academic appointees. Sections below detail the plan for three groups of academic personnel.

Group one. This group includes non-HSCP faculty titles as well as other academic titles tied to the ladder-rank scales: Professors In Residence, Professors of Clinical X, Health Sciences Clinical, and Adjunct Professors (Acting titles in these series are also covered by this program)¹ as well as Professional Researchers and Specialists in Cooperative Extension. The salary program for this group will be similar to that for ladder-rank faculty, as many individuals in this group hold concurrent appointments in the ladder-rank series or are in titles that use or mirror the same salary scales. This group also includes Lecturers with Security of Employment and Lecturers with Potential Security of Employment (100%).

- The scales for these academics are increased by 1.5%. Any additional off-scale salary and above-scale salaries will also be raised 1.5%. All actions are effective July 1, 2015 for appointees with an active appointment (with or without salary) as of July 1, 2015, with the possible exception of newly recruited appointees for whom an increase in the off-scale component or the above-scale salary may not be appropriate. Campuses have discretion to make decisions about any additional off-scale or above scale salary increase for these new faculty and other academic appointees.
- The merit program continues.
- Appointees in this group may be considered for discretionary salary adjustment if one or more of the four criteria below are met. Up to 1.5% of the total salary cost for this group may be used *as a discretionary target*:
 - Equity. Equity is the quality of being impartial, reasonable, fair, just. In this circumstance, equity is considered with respect to faculty salary, what it is, how it compares to others' salaries, and how it was determined. As appropriate, campuses should draw from their recent faculty salary equity studies in identifying issues of equity in individual faculty member salaries. The need to address equity issues is the most likely use of the 1.5% discretionary pool for these academic appointees.
 - Compression. Compression occurs when faculty members at lower rank/step have salaries that are almost as large as those of faculty at higher rank/step. Compression issues may not occur for certain academic appointee salaries.
 - Inversion. Inversion occurs when faculty members at lower rank/step have salaries that are larger than those of faculty at higher rank/step. Inversion issues may not occur for certain academic appointee salaries.

¹ Acting Professors of Law are Ladder-rank faculty.

- Exceptional merit. Exceptional merit is identified by such factors as an acceleration of at least one step beyond that which would ordinarily occur at the faculty member's review, advancement to the next step at least two years earlier than the normative time, and/or receipt of a highly selective, highly prestigious academic award in one's field. Thus, exceptional merit may be tied to the regular review process in the case of some accelerations or early advancements. In any case considered to be exceptionally meritorious, the campus will need to explain the amount of the merit action that is beyond a normal action (and that, as a consequence, may be included in the 1.5% discretionary target). Appointees not in this year's review cycle may also fit under the exceptional merit category.
- Discretionary funds of up to 1.5% of the budgeted salary for this group should not be used for regular merit, recruitment, and retention.
- The discretionary salary program will be effective July 1, 2015. If the salary decisions are made too late for the July 1, 2015 date, the salary adjustments should be retroactive to July 1, to the extent possible. The discretionary salary increases should all have been awarded by the end of December 2015.
- Campuses are not expected to undertake new processes now to determine whether there is a basis for a discretionary salary increase based on equity, compression, inversion, or exceptional merit. A campus may choose to do so, but it is not expected.

Group two. This group includes a variety of titles that are not ladder-rank and whose scales are not tied to the scales for ladder-rank faculty. This second group includes the following: Supervisors of Physical Education; Specialists; Associate and Assistant University Librarians; Cooperative Extension Advisors; Coordinators of Public Programs; Continuing Educators; Academic Administrators; Academic Coordinators; and Project Series appointees. Since appointees in this group rarely have issues of inversion or compression, and since salaries have not been reviewed for equity issues, the four criteria for discretionary salary adjustments may not be applicable in all cases. The salary plan for this group should be administered as follows:

- The scales for these academics are increased by 1.5%. Any additional off-scale and above-scale salaries will also be raised 1.5%. All such increases are effective July 1, 2015 for appointees with an active appointment (with or without salary) as of July 1, 2015.
- The merit program continues.
- Appointees in this group may be considered for a discretionary salary adjustment if one or more of the four criteria above (see Group one section) are met.
- Discretionary funds of up to 1.5% of the budgeted salary for this group should not be used for regular merit, recruitment, and retention.
- The discretionary program will be effective July 1, 2015. If the salary decisions are made too late for the July 1, 2015 date, the salary adjustments should be retroactive to July 1, to the extent possible. The discretionary salary increases should all have been awarded by the end of December 2015.

Group three. This group includes appointees with special circumstances that have led to a slightly different salary program for 2015-16.

- *Non-represented librarians.* After consultation with campus academic leaders including the Council of University Librarians (CoUL), adjustments associated with the new salary structure for non-represented librarians, implemented in phases beginning July 1, 2014, will continue during 2015-16. As a part of this salary structure, non-represented librarians' salary is being adjusted according to Salary Table 26-A. The annual merit program continues.
- *Graduate Student Researchers.* The salary program for the graduate student researchers and graduate student assistant researchers is under consultation with campus stakeholders and the scale adjustments will be communicated separately.

Reporting Requirements.

- Campuses will be asked to produce a report on the discretionary actions for groups one and two above. An explicit accounting will be due by the end of January 2016. More explicit directions will follow, but as you implement the plan for HSCP faculty, please record the following for each faculty member whose salary is adjusted as a part of the discretionary actions:
 - 1) Name
 - 2) Department
 - 3) Rank
 - 4) Step
 - 5) Rationale for the additional compensation to that faculty member (i.e., which of the four reasons explain the increment). When the additional compensation is used to address an inequity, the rationale must be accompanied by a statement that the inequity will not reappear the following year.
 - 6) Dollar amount of the additional compensation
 - 7) Percent amount of the additional compensation
 - 8) Effective date of additional compensation
- Provost Dorr will work with the Executive Vice Chancellors/Provosts and Academic Senate leaders on what should be reported to your campus faculty leaders and, separately, to UCOP.

APPENDIX 4
2015-16 Salary Program for Deans and Certain Full-time Academic Administrators

Deans and Certain Full-time Academic Administrators will be eligible for a 1.5% increase in their salaries, based on satisfactory administrative performance. Campuses may also create a pool of up to an additional 1.5% to be awarded for meritorious performance.

Although four reasons for discretionary salary adjustments have been established for faculty and other academic personnel, they do not directly apply to this group of administrators, who are not on scales and for whom there has been no study of equity. Campuses are not expected to undertake new processes now to determine whether there is a basis for a discretionary salary increase based on equity, compression, inversion, or exceptional merit. A campus may choose to do so, but it is not expected to do so.

See the Academic Personnel and Programs web site for background information on the salary structure for deans: <http://www.ucop.edu/academic-personnel-programs/compensation/deans-salary-structure/index.html>

Salary actions for this group will be included in the annual report to the Regents on compensation for Deans and Certain Full-time Academic Administrators. The next report will include all salary actions for calendar year 2015.