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June 26, 2019

CHANCELLORS  
VICE PRESIDENT—AGRICULTURE AND NATURAL RESOURCES

Dear Colleagues:

I am pleased to share details of this year's academic salary program for 2019-20, providing competitive salaries for our faculty and other academic appointees. This year's program for non-represented academic appointees consists of a general range adjustment of three percent and the continuation of a special salary plan for ladder-rank faculty initiated in 2018-19. I know that you share my priority of providing a salary program that allows us to recruit and retain exceptional faculty and other academic appointees.

I have continued to consult with the Academic Senate leadership and committees about addressing the salary lag of UC ladder-rank faculty as compared to our Comparison 8 peers. Last year, we increased the ladder-rank faculty scales by four percent as a first step in meeting this goal. This year, I am approving a special salary scale adjustment above the three percent general range adjustment, since salary competitiveness for ladder-rank faculty remains a key challenge in both recruitment and retention. In the coming years, I will continue to prioritize bringing UC ladder-rank faculty salaries on a par with our peers, budgets allowing; however, this may take more than the three years I had originally envisioned.

I remain committed to providing competitive and equitable salaries for our academic population. Please know I value your partnership in supporting the peer-reviewed merit process and attendant salary structure of the University.

Attached is a full description of the 2019-20 Academic Salary Program. The overarching components of the plan are as follows:

- For ladder-rank faculty, the regular peer-review merit advancement program will continue. The scales will increase by the general range adjustment of three percent and an additional special targeted one percent for a total annual rate of four percent to the scales. Due to the complexity involved with ladder-rank salaries, the effective date will be October 1, 2019. So that faculty are not negatively affected by the October 1 date, the scale rates will be set higher to provide an annual four percent adjustment over nine months.

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- For other non-represented faculty and academic personnel, salary scales will increase by the general range adjustment of three percent. The effective date will be July 1, 2019.
- Represented academic personnel will continue to be compensated according to their contracts.
- The intent of the program is to advance the competitiveness of salaries via focused investment in the salary scales. No systematic adjustment to off-scale salaries is mandated or expected. In order to address individual compensation issues (particularly equity), Chancellors, EVC/Provosts, and other pertinent campus authorities retain the necessary flexibility.

Please do not hesitate to let me know how we can support you and your campuses as you move forward with this program. Acting Provost Susan Carlson and her staff will be pleased to answer any specific questions you may have about implementation.

Yours very truly,



Janet Napolitano  
President

Attachment

cc: Provost and Executive Vice President Brown  
Acting Provost and Executive Vice President Carlson  
Executive Vice President Brostrom  
Executive Vice President, Chief Operating Officer Nava  
Academic Council Chair May  
Executive Vice Chancellors/Provosts

## 2019-20 Academic Salary Program

The 2019-20 academic salary program includes a 3% general range adjustment for non-represented academic appointees and a special salary plan for ladder-rank faculty above the general range adjustment. Effective dates will differ as detailed below (either July 1 or October 1), but for employees with an October 1 effective date, adjustments to the scales will ensure that the total impact is realized over nine months instead of twelve.

### **A. Special salary plan: Ladder-rank, Health Sciences Compensation Plan (HSCP), and other non-represented faculty paid off of the ladder-rank scales**

The special salary plan is designed to reduce the salary gap with the Comparison 8 peers and to provide competitive and equitable salaries. The following principles guide the second year of this special plan focused on ladder-rank faculty:

- The Rank and Step personnel process has served UC well over decades with respect to excellence and equity. Every advancement is the result of a rigorous merit review conducted by peers and administrators.
- Competitive salaries, transparently equitably set, are instrumental in recruiting and retaining the excellent and diverse faculty vital to developing and maintaining the innovation and excellence of our academic programs.
- A strong salary program is a signal to ALL faculty that UC values their work, throughout the range of their careers (and not just in response to market forces at the time of the initial hire or in cases of retention).
- For the Rank and Step salary scales to be as disconnected as they are at present from market competitiveness ill serves the University and poorly rewards the excellence and performance of these faculty.
- Moreover, the current status of the ladder-rank salary scales 1) creates the need for off-scale adjustments in order to respond to market conditions, 2) increases the necessity of certain recruitment and retention actions, and 3) increases concerns about fairness and equity in compensation.
- By policy, responsibility for issuing and maintaining the academic salary scales rests with the President.

Details of the special salary plan are as follows:

- The regular peer-review merit advancement program will continue.
- Chancellors will continue their review of and response to salary inequity through campus-level faculty salary equity studies.
- For ladder-rank faculty, the scales will increase by the general range adjustment and a special targeted 1% for a total annual rate of 4% to the scales (the precise amount will vary due to rounding and smoothing of the scales) under this special salary plan. The effective date will be October 1, 2019. Since this portion of the overall 2019-20 academic salary program goes into effect on October 1, 2019, the scale rates will be set to provide an annual 4% adjustment over nine months.
- The intent of the special plan is to advance the competitiveness of salaries via focused investment in the ladder-rank salary scales. No systematic adjustment to off-scale salaries is mandated or expected. Faculty having off-scale salary components may retain them per campus practice.
- Chancellors, EVCs/Provosts, and other pertinent campus authorities retain the flexibility to make off-scale salary adjustments to address individual equity and compensation issues.
- Health Sciences Compensation Plan (HSCP) faculty with scales tied by policy to the ladder-rank professorial scales will have their scale-based salary (X and X') adjusted by an annual rate of 4%

(the precise amount will vary due to rounding and smoothing) under this special salary plan. The Y and Z components of salary will continue to be negotiated annually as specified in campus plans.

- Faculty in the Lecturer with Security of Employment Series will have their scales raised 4% (the precise amount will vary due to rounding and smoothing) under this special salary plan.
- Those in equivalent titles (Astronomer and Agronomist Series) and in series titles tied by policy to the ladder-rank professorial scales (Adjunct Professor, Professor of (e.g., *Psychology*) in Residence, Professor of Clinical (e.g., *Medicine*), Health Sciences Clinical Professor Series) will have their scales raised 4% (the precise amount will vary due to rounding and smoothing) under this special salary plan.
- Above-scale faculty will have their salaries incremented according to standard processes established by each campus for above-scale faculty.
- The ladder-rank scales will continue to be smoothed to manage issues of equity in step intervals.

#### **B. General Range Adjustment: Other non-represented academic personnel**

- The scales will be increased by a general range adjustment of 3% (the precise amount will vary due to rounding). Scales composed of ranges will be incremented in a similar fashion, and those for trainees in the health sciences will follow normal procedures. The effective date will be July 1, 2019.
  - Graduate Student Researchers and Graduate Student Assistant Researchers. The general range adjustment includes Graduate Student Researchers and Graduate Student Assistant Researchers, with the exception that the effective date is October 1, 2019.
  - The general range adjustment includes scales that have previously been matched to the professorial salary scales but are not included in the special salary plan for ladder-rank faculty, including non-represented Professional Researchers and Specialists in Cooperative Extension.
- Non-represented Librarians. The salary scale for non-represented librarians will be adjusted to align with the salary scale currently bargained for represented librarians, effective July 1, 2019. Past practice has been to maintain the same salary scale for both represented and non-represented librarians.
- Each Chancellor may address any other individual compensation issues that have been identified, including equity and competitiveness.

#### **C. Individual Salary Adjustments: Faculty administrators and negotiated salaries**

- Deans and other full-time faculty administrators will be eligible for a 3% increase to be awarded for meritorious performance as determined at the campus level (the precise increase will vary due to rounding), effective July 1, 2019.
- Academic titles not tied to salary scales or ranges and compensation that is negotiated will be eligible for a 3% increase as determined at the campus level, effective July 1, 2019.

#### **D. Represented academic personnel**

- Academic personnel who are represented will continue to be compensated according to their contracts and through the bargaining process.