



OFFICE OF THE PROVOST AND  
EXECUTIVE VICE PRESIDENT FOR ACADEMIC AFFAIRS

OFFICE OF THE PRESIDENT  
1111 Franklin Street, 12<sup>th</sup> Floor  
Oakland, California 94607-5200

August 8, 2014

## CHANCELLORS

Dear Colleagues:

I write to inform you that, after consultation with the Executive Vice Chancellors/Provosts, the Office of General Counsel, and the Office of the Secretary of The Regents, I have approved an adjustment to the 2009 Deans' Salary Structure, a construct consisting of three salary bands within which certain academic deans are compensated according to the chancellors' authority. An analysis of this decision is attached to provide additional information including methodology and relevant UC and market salary data.

The Deans' Salary Structure is adjusted to move the salary bands closer to competitive market salaries by increasing the minimum for each band by 10 percent and the maximum for each band by 15 percent, effective July 1, 2014. The new 2014-15 Deans' Salary Structure salary bands are listed below.

### Deans' Salary Structure 2014-15

<u>Salary Band</u>	<u>Minimum</u>	<u>Maximum</u>
Band 1	\$165,000	\$403,000
Band 2	\$198,000	\$483,000
Band 3	\$237,600	\$580,000

## Principles

The following principles underlying the 2009 Deans' Salary Structure remain in place:

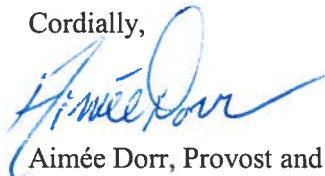
1. Academic deans are compensated by a unit salary structure aligned with competitive, market-based pay, all of which is covered compensation, reflecting the responsibilities and position of the dean within the campus, rather than the individual's academic reputation as valued by rank and step assignment.
2. The Deans' Salary Structure models a discipline-specific orientation that recognizes individual and/or campus differences.
3. Current policy, principles, and basic structure remain in place, including the three-band format, with each band representing a group of academic disciplines, and an established minimum and maximum per band.
4. The chancellor retains authority to assign the individual to the band most appropriate for market conditions.
5. The Structure models a consistent percent increase for each band minimum, with Bands 2 and 3 each 10% greater than the previous band to provide both consistency and flexibility.
6. The values of the bands should reflect not just market conditions for comparable public institutions, but also estimated comparable salaries at private peer institutions.
7. Compensable Factors as defined in 2009 and displayed below will continue to be used by the chancellor to determine the actual salary.

**Compensable Factors**

<b>Compensable Factor</b>	<b>Definition</b>
1. Core job functions	<ul style="list-style-type: none"> <li>Core job functions used in matching market benchmarks</li> <li>Primary factor used in determining appropriate band assignment</li> </ul>
2. Size of existing job and scope of responsibility	<ul style="list-style-type: none"> <li>Span and complexity of oversight (departments, scope of programs, and/or direct reports)</li> <li>Number of full-time equivalent employees and faculty</li> <li>Operating budget managed by the dean</li> <li>Number of undergraduate, graduate, and/or professional students</li> </ul>
3. Complexity of existing job responsibilities	<ul style="list-style-type: none"> <li>External factors, including fundraising responsibilities</li> <li>Complex and varied funding sources, i.e., grants and contracts from state, federal, industry or foundation funds; revenue from medical centers</li> <li>Number and diversity of multi-disciplinary functions reporting to the dean</li> <li>Operation of joint programs in partnership with external entities (including other campuses)</li> <li>Environmental challenges such as building programs, political environment, and/or managing multiple sites</li> </ul>

Questions related to implementing the new Deans' Salary Structure may be directed to Janet Lockwood ([Janet.Lockwood@ucop.edu](mailto:Janet.Lockwood@ucop.edu)) or (510) 987-9499).

Cordially,



Aimée Dorr, Provost and  
Executive Vice President for Academic Affairs

Enclosure: Deans' Salary Structure Analysis

cc: President Napolitano  
Executive Vice Chancellors/Provosts  
Vice President Duckett  
Vice Provost Carlson  
Vice Provosts for Academic Affairs/Academic Personnel  
Deputy General Counsel Drown  
Executive Director Larsen  
Executive Director Tanaka  
Academic Personnel Directors  
Chief of Staff Grossman  
Deputy to the Chief of Staff Riley  
Manager Lockwood  
Policy and Compensation Analyst Flinker