



CHAIR, ACADEMIC SENATE
RIVERSIDE DIVISION
UNIVERSITY OFFICE BUILDING, RM 225

MARY GAUVAIN
PROFESSOR OF PSYCHOLOGY
RIVERSIDE, CA 92521-0217
TEL: (951) 827-5538
E-MAIL: MARY.GAUVAIN@UCR.EDU
SENATE@UCR.EDU

April 19, 2012

Robert Anderson
Professor of Economics and Mathematics
UC Systemwide Academic Senate
1111 Franklin Street, 12th Floor
Oakland, CA 94607

Dear Bob,

Five standing Senate committees on our campus, Academic Personnel, Faculty Welfare, Planning and Budget, Research, and Diversity and Equal Opportunity, as well as the Executive Committees of our Colleges (Humanities, Arts, and Social Sciences; Natural and Agricultural Sciences; Business Administration, Graduate School of Education and Engineering) commented on the Report of Joint Senate-Administration Faculty Salaries Task Force. In addition, the Executive Council of the Division discussed the report. Here I summarize the comments and the individual responses are attached to my letter. The Executive Council discussion reflected these comments.

Committee on Academic Personnel (CAP)

- CAP endorses the proposed plan, but the committee raises cautions about the need for vigilance and progress in maintaining and strengthening the systemwide salary scale. CAP suggests initiating the plan on individual campuses to address within campus disparities, and then equalizing between campuses as soon as the plan is in place so as to reduce inequality across the system.

Faculty Welfare (FW)

- FW also endorses the plan and the committee is encouraged that the plan has been successful at UCI. The committee also offers one important caution and I quote, "The administration must be reasonably confident that financial resources will be present to sustain implementation of the policy, lest another blow be struck at faculty morale."

Planning and Budget (P&B)

- P&B was less enthusiastic and prefers a systemwide revision to the salary scale to make it more competitive with our comparison institutions. Given the current budget climate, such action is unlikely to occur, so P&B sees the plan as a viable alternative. Again, a caution flag was raised, similar to that expressed by CAP, regarding the difficulty of this plan for addressing longstanding salary disparities on the individual campuses and across the system.

Committee on Diversity and Equal Opportunity (CODEO)

- CODEO requests greater clarity on how this plan will impact the university's commitment to diversity and equal opportunity.

Committee on Research (COR)

- COR is concerned that the potential effects of the plan have not been fully evaluated and it urges that a more detailed report in this regard be provided. Of particular concern is that (a) the plan will eliminate the use of the Comp8 process and (b) current salary discrepancies across the UC campuses will become the norm. More specifically, the committee asks for more explanation about what is wrong with the current policy of measuring UC faculty salaries relative to the Comp8. The committee comments that the Comp8 policy could be used to meet the same goals that are identified in the proposed plan. The committee was also concerned that the administration, via its negotiations in hiring and retention decisions, would be increasingly in control of the salary scale itself. Although it is unclear if this is a problem, more attention to this matter seems warranted before the policy is adopted. Finally, the committee expresses concern that one consequence of the plan may be increasing salary differences across the campuses, which, as the committee points out, “represents a fundamental shift in University policy.”

College Executive Committees

- *College of Humanities, Arts, and Social Sciences* has no objections to the plan.
- *College of Natural and Agricultural Sciences* did not review it as a committee; the Chair commented that the plan seems fair but expensive.
- *School of Business Administration* did not comment stating that the report lacked sufficient detail about the plan and contains little discussion of the implications of the plan.
- *College of Engineering* expressed concern that setting salaries based primarily on hiring and retention (step 1) has potential problems, especially at the tenured ranks and the proposal will lead to the establishment of salary differences among the campuses, an outcome that represents a fundamental shift in university wide policies.
- *Graduate School of Education* agreed that it was a good step to take especially the upward adjustment of faculty salary in order to remedy the salary lag.

Sincerely yours,

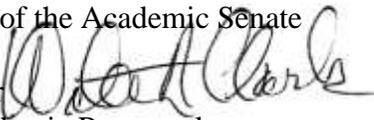
Mary Gauvain
Professor of Psychology and Chair of the Riverside Division

CC: Martha Kendall Winnacker, Executive Director of the Academic Senate
Sellyna Ehlers, Director of UCR Academic Senate office

UC RIVERSIDE UNIVERSITY OF CALIFORNIA | **Academic Senate**
COMMITTEE ON ACADEMIC PERSONNEL

April 2, 2012

To: Mary Gauvain, Chair
Riverside Division of the Academic Senate

From: Walter Clark, Chair 
Committee on Academic Personnel

Re: Report of the Senate-Administration Taskforce on Faculty Salaries

CAP is concerned about increasing inequality between UC and its peers. Individual contributions to the pension system now diminish take-home pay and make us less competitive with our peers. There is no system-wide scale as a result of disparities between campuses. Retention offers don't reward those who are loyal, and they create salary compression. Some assistants here have higher salaries than associates. Berkeley has its own system and basically ignores the scale. If we lose the scale, we're no longer UC. We do not have deep pockets and large endowments to use in providing generous off-scale salaries.

CAP endorses the report in that steps should be taken towards this model in order to resolve the problem the way that UC Irvine has. It is good to begin on individual campuses and then to equalize between campuses in succeeding phases. This will help to reduce inequality within the campus and to maintain the step system



April 2, 2012

To: Mary Gauvain, Chair
Riverside Division of the Academic Senate

From: Irving Hendrick, Chair
Committee on Faculty Welfare

Re: Report of the Senate-Administration Taskforce on Faculty Salaries

Please be advised that the Committee on Faculty Welfare has read and considered the above referenced report on faculty salaries. While much can be said, our report to you is simple and direct: We find the report to be thoughtful, comprehensive, well considered, and worthy of implementation. Indeed, given that we are well beyond the days when a competitive salary scale, combined with a merit based system of accelerated merit increases and promotions, produced an excellent faculty salary policy for the University, the Taskforce's recommendation likely is the best alternative available. Our confidence in this regard is enhanced by the fact that the recommended approach is being implemented successfully on the Irvine campus, albeit with some interruption in past years.

We offer only one caveat to our positive recommendation: The administration must be reasonably confident that financial resources will be present to sustain implementation of the policy, lest another blow be struck at faculty morale.

April 4, 2012

TO: MARY GAUVAIN, CHAIR
RIVERSIDE DIVISION

FM: UMAR MOHIDEEN, CHAIR
PLANNING AND BUDGET

**RE: Systemwide review of the report of the joint Senate-Administration
Task Force on Faculty Salaries**

The committee on Planning and Budget (CPB) discussed the report of the joint Senate Administration Task Force on Salaries. The committee would prefer a systemwide revision to the salary scale to make it competitive with our comparison institutions. However, the committee understands that this might not be possible in the near term due to the current difficult budget and related political climate. So the committee cautiously supports this as providing some measure of limited redress to the imbalances in the salary scale. There is concern that even this partial adjustment will not be uniform given that only a fraction of the faculty are up for merit each year and the scales for different disciplines are vastly different. CPB acknowledges that this by no means solves the problems of disparity, but it is a welcome first step.



April 6, 2012

To: Mary Gauvain, Chair
Riverside Division

From: Leonard Nunney, Chair
Committee on Research

Re: REPORT OF THE JOINT SENATE-ADMINISTRATION FACULTY
SALARIES TASK FORCE

The Committee on Research reviewed the Taskforce report on Long-Term Faculty Salaries. The re-establishment of competitive salaries for UC faculty is clearly essential for attracting and retaining world class researchers.

The Taskforce makes the obvious point that current faculty salaries are inadequate, noting that the Comparative 8 Peer Institutions (Comp8) have salaries that are 12.8% higher. Its goal of increasing overall salary levels in an equitable way is, of course, laudable. The Taskforce proposes that this should be done in two steps: (1) by setting the systemwide salary for each rank/step to the median of the campus averages; and (2) that the salary of faculty getting a regular advancement be set at or above the average of their campus. The justification is that by step (1) the salary scale will take account of hiring and retention actions across the system, and by step (2) faculty can remain on par with their peers at their campus, while allowing the campuses to reflect "local market conditions and resources". However, we are concerned that the potential effects of this approach have not been fully evaluated in the Report and we strongly recommend that more clarity be provided, particularly with respect to the possibility that this approach will lead to a situation where (a) the Comp8 salaries will no longer be used as a reference, and (b) consistent campus salary differences become the norm.

We find that the decision of the Taskforce to recommend against a simple adjustment of scales towards Comp8 level is not well justified in the Report. The Taskforce may have had very good reasons for making this decision but they are not presented. It seems to us critical that the report should include an analysis of what is wrong with continuing the current policy of measuring UC faculty salaries relative to the Comp 8. In this context, we note that, regardless of the scheme recommended, the

available funds are the same regardless of the solution, so no proposal has a fiscal advantage.

The Taskforce suggests that tying the salary scale to ongoing faculty hiring and retention (step 1) will result in a salary scale that more accurately reflects competitive salaries. This may be true, although it is also true that a similar result would be achieved if salary levels were at the Comp8 level. Moreover, step 1 has some potential problems that should be considered. In particular, while this mechanism may work fairly well at the Assistant Professor level (where most of the hires are made), the numbers of hires made at more senior levels is relatively small, and many (perhaps most) retention packages involve changes in the level of appointment rather than just a salary increase. But even at the Assistant Professor level, it appears that the step 1 procedure has the potential to increase the influence of the Administration in setting the salary scale, via their role in recruitment negotiations. This may or may not be a good thing, but it seems important to outline and consider all of the potential consequences of moving away from a simple Comp8-based system (assuming that this is indeed the intent).

In summary we find that, while the Taskforce has made an interesting proposal to correct the current inadequacy of Faculty salaries, it is not clear that it inevitably improves the situation more effectively than a simple increment towards the Comp8 salary levels. The advantages and disadvantages of the new proposal relative to using the Comp8 still need to be clearly delimited. We are concerned that setting salaries based primarily on hiring and retention (step 1) has potential problems, especially at the tenured ranks, and that the proposal will lead (in step 2) to the establishment of salary differences among the campuses, an outcome that represents a fundamental shift in University policy.



April 3, 2012

TO: MARY GAUVAIN, CHAIR
RIVERSIDE DIVISION

FR: MICHAEL J. OROSCO, CHAIR
COMMITTEE ON DIVERSITY AND EQUAL OPPORTUNITY

RE: Senate-Administration Faculty Salaries Task Force

The committee met on March 14, 2012 to discuss the report of the joint Senate-Administration Faculty Salaries Task Force. The committee recognizes the task force's recommendations needed to maintain university competitiveness in general faculty compensation. However, at this point it is difficult for the committee to determine how this will impact the university's commitment on diversity and equal opportunity. Further information is needed in understanding how improving faculty salaries impact this construct.

Dear Sellyna:

SoBA EC studied the document but we have hard time understanding the actual proposed detail and implications. Given the state of "ignorance" we have decided not to comment on the document.

All the best,

Rami Zwick
SoBA Chair of the faculty

I don't have any substantive comments on the report. The proposed actions seem fair, but expensive.

My Executive Committee does not meet until after the deadline, so I was not able to bring this to their attention.

David R. Parker
Chair of the Faculty, College of Natural and Agricultural Sciences
Professor, Department of Environmental Sciences
University of California
Riverside, CA 92521

voice: 951-827-5126
fax: 951-827-3993

On 3/8/2012 11:22 AM, Sellyna Ehlers wrote:
Dear All:

I am sending a revised letter regarding the above report. We want to have a much wider review. Please note that the due date has changed to April 2, 2012.

Thanks.

S

From: Sellyna Ehlers
Sent: Friday, March 02, 2012 2:37 PM
To: [@ucr](#); 'Umar Mohideen'; Irven Rocher
Cc: Cynthia Palmer
Subject: Review request--Faculty Salaries Task Force Report--DUE APRIL 19, 2012
Importance: High

Dear All:

Attached, please find a request for systemwide review of the report of the joint Senate-Administration Task Force on Faculty Salaries.

Please submit your response by [April 2](#), 2012.

Thanks.

Sellyna

 Sellyna Ehlers

Executive Director
Academic Senate

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