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Dear UC Davis Colleagues,

On May 18, 2022, Vice Provost for Academic Personnel and Programs at the UC Office of the President, Susan Carlson, shared with me the 2022-2023 salary program for policy-covered academic appointees,¹ including all members of the Academic Senate. There are three components to this program:

1. A mandated 4.0% range adjustment to be applied to all policy-covered academic salary scales, effective October 1, 2022,²
2. A Special Salary Equity Program to be implemented by each campus, and
3. The regular peer-review merit advancement process for policy-covered academic appointees, which will continue per academic personnel policy.

The Special Salary Equity Program is open to policy-covered faculty who are not on the Health Sciences Compensation Plan. In February 2022, I convened a Joint Academic Senate-Administration Salary Equity Task Force to discuss analytic challenges and recommend the design and methodologies to be implemented in the program this year. The Task Force report has now been reviewed by the Academic Senate and Academic Federation. Among the Task Force recommendations to be implemented are:

1. To rely principally on statistical methods used to examine inequities (regardless of cause) on the off-scale salary components from our prior campus-wide salary equity programs in 2016-2018.
2. To apply the equity program to Academic Senate faculty who are not members of the Health Sciences Compensation Plan, including the Professor of Teaching (LSOE) title series.
3. To apply the equity program to non-represented Academic Federation members, including Academic Administrators, Academic Coordinators, Adjunct Professors, Continuing Educators, and University Extension Teachers. The program will be applied to Specialists in Cooperative Extension contingent on approval from UC Agricultural and Natural Resources (ANR).
4. To apply a salary equity program to academics who are above-scale that does not depend on historic off-scale component data, so it applies both to individuals who advanced to above-scale, as well as those who were hired above-scale.
5. To explore, in the coming year, how to design and implement future salary equity programs that can be extended to members of the Health Sciences Compensation Plan, particularly those faculty whose salaries are not benchmarked to those of national clinical disciplinary standards and percentiles.

There are also two decisions from the 2022-2023 salary program for policy-covered academic appointees that are left to the individual campuses:

¹ Academic appointees who are represented by our various unions are not included in this program, as their wages are governed by collective bargaining unit agreements.

² Subject to rounding and smoothing performed by the UC Office of the President where applicable, so the exact percentages may differ slightly.

1. There were no mandates or expectations of systematic, campus-wide adjustments to off-scale salaries; campuses are therefore at liberty to determine whether to apply some or all of the 4% increase to off-scale salaries, and
2. There were no mandates on how to apply the 4% range adjustment to academics whose salaries are above-scale; campuses can decide whether to apply some or all of the 4% increase to above-scale salaries (which includes any former off-scale salary components).

You may recall that I was faced with having to make similar decisions for the 2021-2022 academic year, when 3% range adjustments were proposed. After consulting with the Academic Senate, and despite our campus being faced with a significant structural financial deficit, I made the decision to apply the full 3% to off-scale salary components and full above-scale salaries. At the time I announced my decision, I also cautioned that this would not be precedent-setting, that we would undertake a salary equity analyses, and with each successive year I would re-evaluate how to apply salary range adjustments after considering the fiscal health of the campus, as well as economic and other factors that impact the lives of our academic community members.

It is in this spirit that I have elected to once again apply the range adjustments to off-scale salary components (contingent on approval from UC ANR for Specialists in Cooperative Extension) and above-scale salaries. Although our structural deficits still exist, I am well aware that we are in the midst of an unanticipated inflationary period, in which even a 4% range adjustment will fail to keep up with rising costs of living. Although there are always competing priorities for what is invariably a fixed pool of resources, after much deliberation I do not believe that this is the time to allow our salaries to fall further behind. I did not arrive at this decision lightly, particularly given the following admonishments from Vice Provost Carlson:

Campuses are encouraged to continue their efforts to implement equity adjustments for policy-covered academic appointees in addition to the 2022-23 special salary equity program where warranted. . . . Campuses should address equity, compression, and/or inversion issues. Campus faculty salary equity studies should be leveraged for the equity analysis.

With this in mind, I intend to direct the Office of Academic Affairs and the Office of Business and Institutional Analysis to conduct a comprehensive review of salary equity for all UC Davis academics following the implementation of the Special Salary Equity Program and range adjustments on October 1, 2022. Therefore, **I am now announcing that if there are range adjustments in 2023-2024 that could otherwise be used for off-scale salary components and some fraction of above-scale salaries, those monies will instead be redirected to mitigating salary inequities identified in the forthcoming review.**

Our campus has a tradition of ameliorating salary inequities. In our 2014 Joint Academic Senate-Administration report, we identified “period of hire” as the single most important determinant of inequity, and took an important step to address this by requiring all new faculty to receive off-scale salaries no less than the mean of their title series in their college or school. But this action alone did not address the inequities that remain today, and the Special Salary Equity Program of 2022-2023 will admittedly have only a limited impact. In earlier years, the campus has sometimes invested more than required by the UC Office of the President for this purpose. Next year, it will be time to do so again.

For those of you who have signed letters advocating for a 4% increase on total salaries to benefit those faculty with off-scale and above-scale salaries, please know that I do not make decisions or policy through that process. Rather, I receive input and make decisions using our exemplary consultation and review processes through the Academic Senate in honor and respect for shared

governance in the University of California. I stand behind the decision to provide a 4% range adjustment; however, each time we range adjust off-scale salaries, we add to the not inconsiderable salary inequities that exist, because a 4% range adjustment on a \$60,000 off-scale is, in absolute dollars, four times that on a \$15,000 off-scale. In addition, each time a faculty member receives an off-scale for retention purposes, further inequities arise within departments, which can be demoralizing and foster resentment. We cannot afford to ignore our colleagues who are effectively paying a "loyalty tax", leading to salary inversion in which more senior members can have lower off-scale salaries as compared to more junior members. Nor can we disadvantage our more junior faculty who are not yet eligible for above-scale salaries. I hope that the more highly remunerated members of our faculty, and in particular our academics above-scale, will understand my belief that a salary policy that does not confer respect and equity on all colleagues in our academic community does an inherent disservice to those faculty and our campus, nor does it reflect our campus values or my values as Provost and Executive Vice Chancellor. On this issue, I very much hope you share them as well.

All the best,

A handwritten signature in cursive script that reads "Mary Croughan".

Mary Croughan
Provost and Executive Vice Chancellor