

Faculty Salary Equity Review: Pilot Program for 2023-24

The overarching goal of the Salary Equity Review (SER) program is to identify and mitigate a discrepancy between an individual's salary and a UC internal comparator group, discrepancies that cannot be explained by differences in levels of achievement.

The existing Career Equity Review (CER) process assesses whether an individual's rank and step is commensurate with their achievements, whereas the Salary Equity Review assesses whether an individual's salary is equitable in comparison to similarly situated individuals. An SER is not a type of performance review; however, some consideration of achievement is necessary in order to determine whether a salary difference can be explained by different levels of achievement, or to determine whether past achievements have been undervalued due to systemic bias. An SER is conducted in conjunction with a regular review in order to leverage existing DivData system functionality and to minimize the workload burden on faculty and staff that would come from a standalone program.

The SER program is not a mechanism designed to close UC's salary gaps with comparable institutions, nor is it being implemented in response to inflation and housing costs. Those issues are being addressed through advocating for market-based increases to the systemwide salary scales; through the chancellor's commitment to apply salary scale adjustments to off-scale components; through offering market competitive starting salaries; through discretionary salary programs such as those offered in 2016, 2017, 2018, and 2022; and through our campus policy of retention packages in response to outside offers.

Instead, the SER program will target salary inequities that arise for a single individual based on their circumstances. Situations that could be addressed through an SER include but are not limited to:

- Undervaluation of one's achievements over time, due to contributions being overlooked, misunderstood, discredited, or having delayed impact. Any of these may result from patterns of bias, historical departmental review practices, a culture that undervalues or hides service and mentoring of marginalized students and colleagues, epistemic exclusion of pathbreaking or interdisciplinary work, or other reasons.
- Salary compression and inversion between similarly situated colleagues who have pursued outside offers and obtained retention-based salary increases and those who have not pursued these outside offers.
- Salary variation between similarly situated colleagues who had different starting salaries. Starting salaries may be subject to many factors other than achievement, including the willingness of the dean and the candidate to negotiate salary; outside competing offers; and/or budgetary constraints.

In multiple rounds of consultation the Academic Senate called for an SER process that is standardized, streamlined, having a built-in trigger, or is otherwise incorporated into existing processes. The SER should not impose administrative burden nor rely on the faculty themselves to ask for equitable compensation. We have considered various ways to balance the shared desire for efficiency with the need to tailor the SER to the types of issues listed above. Toward that goal, we propose not a standalone review but a new possible outcome of any regular review.

The proposed program has the following parameters:

- All senate faculty members will be eligible to receive a salary equity increase once at the Assistant rank; once at the Associate rank; once during service at full Professor steps 1-5; and once during service at

step 6 and above. If a faculty member is reviewed for salary equity increase but does not receive one, they will not be considered again for the same reason/ justification while at the same rank.

- Salary Equity Review will occur during a regular on-cycle review, such as a merit, promotion, and/or Career Equity Review. The Salary Equity Review is done as a current snapshot in time, so it does not have a review period associated with it.
- Neither a requesting statement nor additional materials will be required from candidates; however, candidates may include such a request. If requested by the candidate, the department may comment on the salary equity issue if appropriate (e.g., because it relates to a recent retention case), and all subsequent campus reviewers shall weigh in on the salary equity issue.
 - When an SER is happening in conjunction with a major action requiring outside letters, solicited writers should *not* be asked to weigh in on the salary equity issue.
- In the course of any review, a department, dean, CAP, CP/EVC, and/or chancellor may recommend/approve an equity-based salary adjustment for the reasons outlined in the SER program or other reasons, even if the candidate did not request SER.
- Deans, CAP, CP/EVC, and Chancellor will be provided with salary comparator data currently available to APO, which is an anonymized data set of UC faculty with rank, step, salary, department, campus, scale, and CIP code.
- Being at the low end of a salary range for a given comparator group does not in itself warrant a salary equity adjustment, but it can provide supporting evidence of one of the qualifying situations.
- Deans and CAP may use the comparator data to support an argument in favor of a salary equity adjustment; however, it is not necessary in all cases.
- Consistent with standard review policy, deans, CAP, CP/EVC, and/or chancellor may request access to the faculty member's past review dossiers if such access is relevant to the salary equity review analysis. Access is provided through the Academic Personnel Office and will be noted in the dossier.
- The CP/EVC will have final decision authority on any case involving a recommendation for a salary equity increase, or chancellor if the underlying review action is chancellor's authority.
- Consistent with standard review policy, the dean or CP/EVC may return a file to the department with a request for additional information if such information would be helpful in their salary equity assessment. However, it is not a requirement to return the file to the department to weigh in on the salary equity recommendation.
- Salary comparator data will not become part of the review dossier, and will not be accessible to departments and candidates at any point including after the review decision.
- CAP and dean recommendations will take care to present their analysis without identifying other individuals.

SER is available to Teaching Professors with the same parameters.

Following feedback from CAP, the program focuses on salary equity relative to performance, which is partly measured by rank and step, although the history of greater than normal actions will also play into the relationship between salary and performance. One important part of the framing is that like the Career Equity Review program, we do not ask the department to make direct comparisons, as we want to avoid having faculty taking votes on the relative performance of members of their department. In addition, we follow CFW's recommendation to not ask faculty to compare themselves to others in their request. Thus the comparison aspects are generally reserved for the dean, CAP, and CP/EVC (and possibly Chancellor depending on the

review action). In some cases, departments may be able to add discussion of structural issues such as a retention case that has created large salary gaps, or recent hiring that has created inversion problems.

Comparators are focused on faculty in related disciplines on our own campus and at other UC campuses, so that meaningful comparisons can be made based on both rank and step. Institutions outside the UC system do not have steps, making it much more difficult to define comparable career advancement.