



STAFF HUMAN RESOURCES – EMPLOYEE & LABOR RELATIONS

SANTA CRUZ, CALIFORNIA 95064

July 3, 2023  
Santa Cruz Faculty Association  
Debbie Gould  
[dbgould@ucsc.edu](mailto:dbgould@ucsc.edu)

Re: Notice Regarding Proposed Changes to Career Equity Review Policy and Special Salary Practice

Dear Professor Gould,

I write to inform you that the administration is proposing changes to the Career Equity Review policy and the Special Salary Practice. Since both programs are specific to the UCSC campus, substantive changes are within the scope of bargaining with the Santa Cruz Faculty Association.

At this time, the administration is continuing work closely with the Academic Senate to develop a Salary Equity Review Program for senate faculty. While we still hope to finalize this program and provide notice to SCFA before fall quarter, the administration would like to proceed with two other changes effective immediately in the 2023-24 review cycle:

### **Career Equity Review (CER)**

On April 26, 2023, the administration initiated formal review of proposed revisions to Campus Academic Personnel Manual (CAPM) 412.000, Career Equity Review.

Proposed modifications will expand eligibility to the Teaching Professor series.

The review period for a CER is the entire career, with a focus on the time since appointment at UCSC, as the initial appointment should be at the correct rank and step. However, when we hire a faculty member from another UC campus, we are restricted by systemwide non-compete policy (APM 510) to a single step increase. Faculty who have faced inequities at another UC campus would thus have those inequities perpetuated into their starting rank/step at UCSC. We therefore propose expanding the review period focus when a CER candidate was hired from a senate faculty position at another UC campus, to include time at the prior campus.

### **Special Salary Practice (SSP)**

The administration proposes a modification to address the situation of faculty receiving accelerated promotions into higher steps that are not well-aligned with their actual progress toward promotion to full or Step 6. This modification would introduce the concept of off-scale salary increases equivalent to one step ("AC") or one and one-third steps ("A1") at the time of promotion, in lieu of an additional step up the ladder.

While the SSP is intended to increase overall faculty salary competitiveness, the steps in the ladder represent progress toward the next promotion, and were not intended to be used solely for salary increases.

It is common on our campus for faculty to achieve the overlapping Step 5 at the assistant rank, and a sizable number of those faculty may receive an acceleration at promotion based on their performance. This acceleration moves them to Associate Step 3, which is designed for faculty who are two years away from review for promotion to full (see CAPM 407.690.A.1). For most faculty just receiving tenure, Associate Step 3 is not aligned with their progress toward promotion, although some may be ready and promotion is still considered normal after two years at Associate 3. Alternatively, faculty are often advanced two years later to the overlapping Associate 4, and placed on call for promotion in three more years (with a total of only five years at Associate rank). At that time, if the record does not support advancement to full Professor, salary increases are limited to a modest off-scale salary increase of one-third or two-thirds of a step. The recommendation must be accompanied by an assessment of the faculty member's future prospects for advancement, and the faculty member is expected to remedy the "deficiency" prior to the next call action (CAPM 407.690.C.).

Some senate committees and the SCFA have advocated for campus policy revisions allowing the use of an overlapping Associate 5, which would allow for promotion into full Professor step 3. Under the SSP, an accelerated promotion places the faculty member at Professor 4, putting them on Call for advancement to step 6 after six years at the full Professor rank. The salary scale is designed for faculty to serve fifteen years at rank before coming up for step 6. Introduction of another overlapping step exacerbates the problem, and causes faculty to inappropriately come up against barriers that are in place for the purpose of intervening in deficient performance.

Instead, the proposed modification would allow for the awarding of the salary equivalent of an acceleration while moving the faculty member a single step, so that they are better-placed on the ladder with respect to their progress toward their next promotion. For example: An Assistant Professor at step 5 has a successful tenure review, and receives an "AC" acceleration under the SSP. They are placed at Associate 2, with additional off-scale salary equivalent to one full step. Another example: An Associate Professor at step 4 has a successful promotion review, and receives an "A1" acceleration under the SSP. They are placed at Professor 2, with additional off-scale salary equivalent to one and one-third steps.

Faculty may still qualify for two steps during promotion when their file justifies an acceleration and their progress toward the next promotion justifies the steps. For example, a faculty member at Assistant Step 5 being awarded an AC could move to Associate Professor Step 3 if they have significant progress toward their next book or a sufficient number of career journal articles, such that there is a realistic possibility of being reviewed for promotion to full in two years, and an expectation that they will require no more than five years to reach promotion (two years at Step 3 and three years at Step 4). Faculty who cannot be reasonably expected to achieve promotion within five years should not be promoted directly to Associate Step 3.

Should the SCFA wish to meet and confer about these proposed changes, please contact me on or before August 2, 2023.

If you have any questions, please contact me at [aslobodi@ucsc.edu](mailto:aslobodi@ucsc.edu).

Sincerely,



Andrew Slobodien  
Employee and Labor Relations Director

Cc: Campus Provost and Executive Vice Chancellor Kletzer  
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