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Associate Dean Edward Callahan, School of Medicine
Professor Stephanie Dungan, College of Agricultural and Environmental Sciences
Professor Robert Feenstra, Division of Social Sciences (chair)*
Professor Edward Imwinkelried, School of Law
Dean Enrique Lavernia, College of Engineering
Professor Douglas Nelson, College of Biological Sciences
Professor Ahmet Palazoglu, College of Engineering
Professor Donald Palmer, Graduate School of Management
Professor Warren Pickett, Mathematical and Physical Sciences
Professor Helen Raybould, School of Veterinary Medicine*
Professor John Scott, Division of Social Sciences
Professor Blake Stimson, Humanities, Arts & Cultural Studies
*Academic Senate Representative

Re: Joint Academic Senate/UC Davis Administration Off-Scale Salary Task Force

Dear Colleagues:

On May 26, 2010, the Davis Division Committee on Academic Personnel – Oversight presented a proposal to expand the range of options for faculty off-scale salaries at UC Davis. This proposal was based on a report by that Committee showing that Academic Senate faculty at UC Davis are underpaid relative to their peers at all other campuses except for one. The options presented in that proposal deserve further research and discussion.

Compounding any local issues of process or culture, salary scales have not been range adjusted in several years. It is critical that faculty salaries be competitive nationally. It is difficult to achieve that goal if we are not competitive with the other UC campuses.

We are writing to invite your participation to this joint effort between the administration and the Academic Senate to conduct further study of the issues raised by prior groups, update their reports and make specific recommendations. More specially, we ask you to:

- Review and if necessary update salary data as well as interpret any new salary programs being proposed by the systemwide administration for UC Davis.
- Articulate principles and goals for a competitive salary program.
- Develop and describe alternative mechanisms for implementing a salary program.
- Evaluate the quantitative and qualitative impacts of a salary program.
- Consider alternatives for particular departments or disciplines.

- Analyze and compare how other UC campuses have dealt with maintaining competitive salaries (e.g., use of off-scale salaries generally as well as formulaic adjustments to step levels and the use of recognized fractional steps in particular).
- Review fiscal impacts including proposed implementation strategies that include leveraging of non-state funds.
- Identify organizational, workload and policy issues that impact the setting of salaries, e.g., Committee on Academic Personnel (CAP) – Oversight workload, college and departmental workload, Academic Personnel Manual Language, policy and practice concerning accelerations, off-scale salaries, half steps, etc. (It will be important to consider workload issues both in the context of starting a new program and its operation at steady state.)

With regard to the last item, as you consider that process by which your proposal will be carried out, we would also like your recommendations on ways that any streamlining might occur in the overall personnel process. CAP – Oversight endorsed a streamlining proposal over a year ago. The version that eventually was implemented was much weaker than the original proposal. We would like to hear from you regarding the original proposal and whether there are other means of pursuing a comprehensive approach to personnel review that would result in significant time savings for both staff and faculty. The Representative Assembly of the Academic Senate recently formed a Task Force that will focus on streamlining the academic personnel process. We suggest that any ideas that you may have in this regard be transmitted to that Task Force. Although we do not wish you to explicitly engage in such discussions as part of your charge, your experience and the discussions that are likely to occur during your deliberations may catalyze some ideas that are being considered in the Senate Task Force. For example, providing off-scale salaries at the time of a review could reduce significantly the need for the use of one- (for all series) and two-year (for the professor series) accelerations, thereby reducing the frequency of reviews, and greatly decreasing workload on one and all.

Clearly, if issues arise as you study this and you feel that there are areas not outlined above that are worth exploring, then we would encourage that.

We have asked Analyst Renee Korte from the Vice Provost–Academic Affairs’ office to staff this committee and to provide data and analytical support.

We would appreciate receiving your recommendations no later than January 30, 2012.

Sincerely,



Ralph J. Hexter
Provost and Executive Vice Chancellor



Robert L. Powell
Academic Senate Chair

Attachment

c: Chancellor Katehi
Analyst Seija Virtanen
Analyst Renee Korte