

2021 Salary Plan for Ladder Faculty

For ladder faculty, the Office of the President has instituted a change to the salary scales of approximately 3% effective October 1, 2021 (the “range adjustment”). Additionally, this campus has decided to take some discretionary actions for ladder faculty, specifically an increase to the off-scale portion of pay, an increase to above-scale salaries, and equity adjustment program.¹ Note that all salary increases described in this document go into effect October 1, 2021 (*i.e.*, to be reflected, ideally, in November 1, 2021 and later paychecks).

1. Fixed increase for most faculty.

There is a cost-of-living adjustments of about 3% on total salary. For those faculty not Above Scale, this consists of two components: one, the on-scale portion of their salaries has increased according to the new salary scales. The scales were increased by about 3%, although in some cases it is slightly different due to rounding (the on-scale salary amounts must be divisible by \$100). Two, any off-scale component of salary has been increased so that total pay (on-scale plus off-scale) is increased by approximately 3% (rounded to the nearest \$100).² For Above Scale faculty, their salary is increased by 3% (rounded to the nearest \$100). Note new appointees’ salaries and recently granted retention-based salaries have not been increased in keeping with long-standing campus practice (although their components will be changed to reflect the change to the scale).

2. Bring off-scale component of pay for all Assistant Professors up to an \$18,000 minimum.

Many of our Assistant Professors struggle to make ends meet while living in one of the country’s most expensive regions. In keeping with practice in previous years, we have raised the minimum off-scale component for Assistant Professors. Note, this applies to *all* Assistant Professors including those recently hired or who recently received retention-based salary increases. By making this provision automatic, we avoid sending any unintended signals to faculty about their tenure prospects.

3. The Targeted Off-Scale Program (TOP).

The campus has allocated \$2,670,000 for salary adjustments beyond the 3% overall salary increase. The figure \$2,670,000 represents approximately 1% of the campus’s annual spend on faculty salary and benefits. That figure includes benefits, so it means approximately \$1,965,000 of actual salary increase. Of that \$85,000 has been allocated for a salary equity program in the School of Law, leaving \$1,880,000. After the increase to Assistant Professor off-scale components as described in Section 2, this left \$1,764,100 for equity-based salary adjustments; the allocation of those funds is via the Targeted Off-Scale Program (TOP). As was done in the past with similar programs, the TOP seeks to address salary inequities among faculty.³ In particular, recently recruited faculty or those recently retained tend to enjoy salaries that are considerably greater than equally meritorious colleagues. Unlike some past

¹ These changes do not apply to faculty in the Haas School’s Faculty Excellence Program (FEP). Their application to faculty compensated under the Law School’s Competitive Compensation Initiative (CCI) is also different.

² The off-scale component of pay is what was previously referred to on this campus as the decoupled increment.

³ These previous programs were called Targeted Decoupling Initiatives (TDIs). The new name, TOP, reflects the change in nomenclature referenced in footnote 2.

programs, in which allocations were determined on the basis of individual subjective assessments, concerns about staff, department chair, and decanal workload have led to a more automatic process being employed this year. This more automatic process is similar to the program adopted in 2017. The process for this year is described below.

Method of Allocation for TOP

Previous analyses of the salaries of tenured faculty revealed no correlation between off-scale component and rank and step. This suggests that the off-scale component is effectively a market-determined offset to our scales (*i.e.*, an increase to their intercepts). Those analyses also suggest that these offsets vary by field. Although, were there enough data, one would seek to determine the offset for each department, there are not enough data to do that; hence, a decision was made to group various departments on the basis of roughly comparable salaries, as well as academic commonalities.

The next step was to calculate the **median off-scale increments** for all Associate and full Professors (below Above Scale). Excluded from the sample were faculty making slow progress (defined as being an Associate Professor rank for 12+ years, Professor below Step VI for 18+ years, or Professor at Step IX for 6+ years) The on-hold UC Berkeley salaries of HHMI faculty are included. The resulting medians by groups are:

1. L&S Group #1 (Art Practice, French, German, History of Art, Italian, Linguistics, MELC, Music, Rhetoric, Slavic, Spanish & Port., and TDPS): \$20,500.
2. L&S Group #2+ (AGRS, Anthropology, Architecture, Comp. Lit., East Asian, English, Ethnic Studies, Film & Media, Geography, Gender & Women Studies, GSE, History, Landscape Arch., Scandinavian, School of Social Welfare, and South & Southeast Asian Studies): \$27,100.
3. Engineering Group #1 (Bio. Eng., CBE, Civil & Environ. Eng., IEOR, Mech. Eng., and Nuclear Eng.): \$25,100.
4. Engineering Group #2 (EECS and MSE): \$32,000.
5. Bio/Health/RCNR (ERG, ESPM, Int. Bio., MCB, NST, Optometry, PMB, Psychology, and SPH): \$37,000.
6. MPS+ (Astronomy, Chemistry, EPS, Math, Physics, and Statistics): \$47,050.
7. Other largely social science (City & Reg. Planning, Demography, I School, Journalism, Philosophy, and Sociology): \$42,500.
8. GAAP (African American Studies, Agricultural Econ., GSPP, and Pol. Sci.): \$73,750.
9. Economics: \$190,300.

For each Associate Professor and Professor (not Above Scale) below the median off-scale increment for her/his group,⁴ a determination was made if s/he was eligible for a salary increase and, if so, the amount of the increase. Eligibility was determined by the following criteria:

- The individual has *not* been making slow progress with respect to advancing up the ladder (as defined above).
- The individual did *not* receive less than a full-step or equivalent advance at their last review.

⁴ For faculty members in more than one of the nine groupings, the relevant median is that of their home department.

- The individual is *not* decelerated in time, which means an eligible individual has had a merit action with a July 1, 2019, July 1, 2020, or July 1, 2021 effective date (even if the decision is pending) or their last action was effective July 1, 2018 and their next review will be for advancement to Above Scale.
- The individual started before July 1, 2021.

For eligible faculty, their new off-scale increment is determined as follows: if current off-scale is D and the relevant group median is M, then the new off-scale component is (rounded to the nearest \$100):

- $\$7,000 + D$ if $M - D > \$7,000$; or
- M if $M - D \leq \$7,000$.

The number of faculty who will receive an equity increase is 363 and the median increase is \$5,200. The number of faculty who will receive the maximum increase of \$7,000 is 220. The sum of the increases to salaries from the TOP program is \$1,683,500.

Another way to look at the program, for eligible faculty, the gap to median was cumulatively \$3,188,100 before TOP. It has been reduced to \$1,504,600 by TOP (a 52.8% reduction in the gap).

The remaining funds will be utilized to ensure:

- That no Above Scale faculty have salaries below a fictitious Step X salary, which is defined as the official Step IX salary for an individual's field plus \$18,800 if an academic-year appointee or \$21,800 if a fiscal-year appointee; and
- That there is a reserve against appeals/discoveries of error. There are 103 tenured faculty not Above Scale whose off-scale increments are below the relevant median, but who appear ineligible based on the criteria specified above.

Appeals

Deans will be provided a list of their tenured faculty not Above Scale who (i) appear to have an off-scale increment less than the relevant median, but (ii) appear not to meet the criteria for receiving a TOP increase. Deans are asked to review or arrange for a review of the individuals on their list to make sure that no one was excluded from a TOP increase in error. Deans are asked to complete these reviews no later than Tuesday, January 18, 2022. Any claims of errors should be reported to the Academic Personnel Office for further review and a final determination.

Please note: a faculty member's off-scale increment will be corrected only on the basis of evidence that they were in fact eligible. Except as noted below, appeals based on other criteria (*e.g.*, a request based on a claim of extenuating circumstances) regrettably cannot be considered. The goal of the TOP program is to keep meritorious faculty from falling too far behind similarly accomplished colleagues whose salaries are higher simply because they were hired later or had recent retention cases; hence, some standard of merit must be applied if the limited funds available are to have an effect keeping meritorious faculty from falling too far behind their peers. It is recognized that "meritorious" is multi-dimensional and nuanced; hence, a mechanical process such as has been applied may exclude individuals who some may judge meritorious. This is, unfortunately, the tradeoff that we were obliged

to accept when it was decided that staff and administrative workload considerations made equity adjustments on the basis of individual-by-individual assessments of all of our approximately 1500 faculty impracticable.

Because of the impacts of COVID-19, we will allow for appeals on behalf of faculty who satisfy all criteria for inclusion except they failed to have a merit review within normative time (*i.e.*, they did not have or have pending a merit review with effective dates of July 1, 2019, July 1, 2020, or July 1, 2021). Specifically, if a merit with a July 1, 2021 effective date would have been a merit in normative time (two years at Associate Professor Step III or below; three years for all others), but a compelling case can be made that merit was delayed a year (*i.e.*, to be effective July 1, 2022) due to the consequences of the COVID-19 pandemic, then that individual will be deemed eligible.