

Faculty Equity Spot Compression Adjustments

A Ladder Rank Faculty Equity Study was conducted in 2002, 2006-07, 2012-13, and 2015-16 using similar methodologies. The analyses applied nonlinear regression models to ladder-rank faculty salary data based on years since highest degree and years since ladder-rank appointment at UC San Diego. The models were then used to predict a salary level for each individual faculty member compared with the norm across all faculty members in their department.

For the 2015-16 analyses, faculty members whose salaries as of 7/1/2015 were less than 90% of the regression model predicted salary were initially flagged. Then, exclusion factors were applied to the data set. After the exclusions were applied, a list of individual faculty members warranting further review was generated. The following were the exclusion factors:

- Individual is at the rank of Assistant Professor;
- Individual holds a full-time administrative appointment (e.g. Dean, Provost);
- Individual holds a joint appointment in the Health Sciences and is paid via the Health Sciences Compensation Plan;
- Individual retired or separated or changed to a non-ladder rank faculty series since July 2015;
- Individual has been at the same step for >4 years for Associate Professor steps I, II, III and >5 years for Associate Professor steps IV, V & all steps of Professor.

The initial analyses and application of exclusion factors resulted in a list of 167 faculty members (17% of the total sample) who were identified as greater than 90% below the regression model predicted salary and met other inclusion criteria. In April 2016, each Dean and the VC Marine Sciences was provided a list of all faculty in their division or at SIO generated from the study, and asked to provide a thorough qualitative analysis of all individuals that were flagged for further review based on the quantitative analyses and recommend spot compression adjustments. They were asked to consider the following factors in reaching their recommendations:

- How does the faculty member compare to faculty at a similar rank and step within the department in terms of scholarly contributions and value to the department and the university?
- Is there a 7/1/16 file action (merit, promotion, OS increase) in process or completed that includes a salary increase that may alleviate the salary compression? Keep in mind that \$6,000 career milestone salary incentive (CMSI) will be awarded for promotion to full or advancement to/thru Professor VI; \$10,000 CMSI will be awarded for advancement to Professor Above Scale.

- Is the salary compression of the faculty member due to inversion caused by more recently hired faculty? If so, is it possible that the salaries of the newly hired faculty were too high? Is the department/division conducting a thorough analysis of the impact of the new hires salaries compared to existing faculty salaries?
- Is the salary compression due to recent retention cases in the department? If so, is there a distinct difference in the caliber of the retained faculty member compared to the flagged faculty member?
- Does the flagged individual participate in GCCP? If so, is that alleviating salary compression concerns?
- Multiple 'no change' file actions may be a reason to exclude an individual from consideration of a spot compression. Analyze reason for lack of progress – is it due to approved family leave, lack of research/teaching/service effort, or some other factor?
- Has the flagged faculty member been provided recent salary adjustments to alleviate compression concerns? If so, why does the individual's salary still appear low?
- Is the individual in a field of study that is not impacted by market to the same extent as others in the unit?
- Is the individual in good standing with regards to:
 - Teaching;
 - Research;
 - Service;
 - Training/reporting compliance (e.g., is person up to date on mandated training such as Sexual Harassment, agency reporting, etc.);
 - Adherence to Principles of Community and Faculty Code of Conduct.
- Does the individual's recent review outcomes indicate a positive trajectory? Review data was provided to the deans to aid in their analyses.

In 2015-16, EVC Subramani provided a pool of funding to the divisions and SIO that was distributed based on the percentage of the division's faculty who were flagged for further review. Of the 167 faculty members initially flagged, 70 received a spot compression adjustment to their salary. Similar quantitative and qualitative analyses had been conducted in 2006-2007 and 2012-2013. In 2006-2007, 54 faculty members received a spot compression adjustment to their salary. In 2012-2013, 59 faculty members received a spot compression adjustment to their salary.