

February 14, 2014

RALPH J. HEXTER

Provost and Executive Vice Chancellor
Mrak Hall, Fifth Floor
University of California, Davis
One Shields Avenue
Davis, CA 95616

RE: Joint Task Force Report – Analysis of Faculty Salary Equity

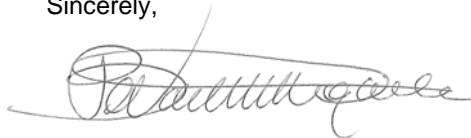
The Joint Administration-Academic Senate Task Force on Analysis of Faculty Salary Equity at UC Davis (UCD Task Force Report) was forwarded to all Davis Division of the Academic Senate standing committees and Faculty Executive Committees from the Schools and Colleges. Responses were received from the Committees on Affirmative Action and Diversity, Faculty Welfare, Planning and Budget, and Graduate Council, as well as from the College of the School of Medicine and the Faculty Executive Committee from the College of Letters and Science. The responses provided by these committees are attached to this letter.

Based on the responses received and consultation with the Senate leadership and the Committee on Planning and Budget, I offer the following comments and recommendations:

1. The Senate asks that the Davis administration proceeds with carrying out a salary equity study of the type proposed by the task force under the name Structural Equation Model of Salary Variation.
2. We believe that developing new metrics of quality and productivity is a very challenging task, the completion of which should not be made a condition for carrying out the study. We recommend that existing data routinely collected in the personnel process and stored in MyInfoVault should be used for the study.
3. We recommend that faculty with expertise in such studies from our campus, as well as other UC campuses, be engaged to perform the study. We see value in making use of UC faculty expertise and think it is also important to include experts from outside Davis. Faculty should receive appropriate compensation and support to do this work, and do it with the greatest degree of independence from administrative offices or interest groups.
4. It would be valuable to team up with one or more other UC campuses who are interested in performing the same type of study and use shared faculty expertise to carry it out.

It is of paramount importance that the results of a reliable study become available so that the appropriate corrective action can be taken as necessary, and the sooner the better. The Joint Administration-Academic Senate Task Force on Analysis of Faculty Salary Equity has done excellent work in proposing a framework for carrying out such a study. We should now proceed in a timely fashion with the study and be prepared to act based on the outcome.

Sincerely,



Bruno Nachtergaele, Chair
Davis Division of the Academic Senate
Professor: Mathematics

[Enclosure]



Davis Division Academic Senate

Request for Consultation Responses

Joint Task Force Report - Analysis of Faculty Salary Equity

January 24, 2014

The Joint Senate/Administration Task Force on Salary Equity's report is forwarded for review and feedback. Please note the document includes a Supplemental Guidelines for Analysis Report.

Affirmative Action & Diversity

January 15, 2014 1:54 PM

The Affirmative Action & Diversity Committee has reviewed and discussed the Joint Task Force Report-Analysis of Faculty Salary Equity and has the following response. We find this report to be impressive, important, timely, careful, thoughtful and organized. We feel the task force has done incredibly important work to move the University towards a transparent process that can be applied to faculty files under review. Of particular importance is the identification and definition of independent variables that can be used in quantitative assessment of candidate files. Such an approach is required to "level the playing field" and minimize unconscious bias.

Specific comments from the committee include:

- 1) This report of the UC Davis Joint Administrative-Academic Senate Task Force analyzes salary inequities based on gender, race, or ethnicity at UC Davis, in response to a UC System-wide concern for salary equity. The report is highly critical of the 2011 Yahr Report that relied heavily on the analytical methods of the American Association of University Professors that suggests a focus on measuring demographic variables. The UCD Task Force Report suggests measuring faculty performance along with demographic considerations is crucial. Specifically, it recommends A Structural Equation Model of Salary Variation (p. 20), which separates base and negotiated salary components. They emphasize that "gender and race/ethnicity could have both direct and indirect impacts on negotiated salary components," according to the "perceived value of a faculty member to the campus." Therefore, the Task Force recommends Developing Performance Metrics as Part of the Faculty personnel Process (22-23).
- 2) However, I suggest that this recommendation will not have as much effectiveness as to the degree to which UCD concomitantly explores what the report identifies as an underlying problem: tracing "impacts of historical and cohort factors on salary variation" (11). In other words, how have different salary components have, over time at UCD, contributed to current salary variations and the possible gender and race/ethnic biases underlying those variations. One thing that UC Davis could do is to rectify what the Task Force says is a major deficiency: "UC Davis does not currently have systems in place to extract summary metrics from faculty records across the campus" (19). As we all know, issues of gender, racial, and nationality bias are deeply embedded in world and U.S. history and contemporary global relations, and institutional history must be understood along with quantitative models to remedy these historical inequities.
- 3) One thing that is missing from this report and will need to be addressed in any implementation is a specific methodology to deal with the increasing trend towards large interdisciplinary research teams and projects. Such projects are increasingly required for large scale funding, but participants may be undervalued in terms of "output" despite proactive and major engagement in large team projects.
- 4) Will alternate models and methodologies be considered?
- 5) I think the real problem is that it will be hard to get any such analysis taken seriously without at least a rudimentary attempt to take performance into account, which as they (and Yahr) point out is a very thorny problem.

Council of School & College Faculty Chairs (LS: SOC SCI)

December 2, 2013 5:56 PM

The L&S Executive Committee lauds the goals of this proposal but wonders how feasible the creation of metrics will be across very different departments. It seems as if a lot of faculty time will need to go into establishing and debating the metrics. But the issue is important and the proposed procedure seems very carefully thought through, so it may be worth trying.

Council of School & College Faculty Chairs (MEDICINE)

January 10, 2014 11:17 AM

The School of Medicine, Faculty Executive Committee reviewed and discussed the Joint Task Force Report - Analysis of Faculty Salary Equity. The committee thought the study looked complicated to perform but that the concept behind it was a good one. One question was why was it limited in its scope and why it didn't include the HSCP faculty who contribute so much to our university.

Faculty Welfare

January 15, 2014 10:19 AM

The Faculty Welfare Committee believes that the collection and evaluation of data concerning salary inequities are very important. There were several concerns and suggestions expressed.

(1) The scope and volume may be too large for a graduate student or postdoc. The study needs to be done properly and precisely, so an outside consultant should be considered.

(2) While laudable, the development of more quantitative evaluation metrics might be time-consuming, controversial, and, potentially, biased. It is important to avoid a "standardized test" mentality that would adversely influence the direction of faculty academic careers.

(3) As expressed previously by this committee, the faculty should be further educated about the options (i.e. a career equity review) that are currently available to address individual salary inequities.

Graduate Council

November 15, 2013 11:17 AM

No response at this time.