

UCLA
Faculty Association
Newsletter

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Fall 2006

UC SHADOW SALARY SCALE

The UC Academic Personnel Manual states:
 In order to preserve the significance and values of the salary scales, salaries should be on-scale to the greatest extent feasible. Nevertheless, when properly justified, appointment or advancement to a position with an off-scale salary may be approved in exceptional situations... (APM 620-0-a).

In Oct. 2005, at UCLA, Letters & Sciences, 97% of Assistant Professors were Off Scale; 94% of Associates; and 82% of Full Professors were Off Scale. In 2004-5, UCLA made 49 new faculty appointments, with 46 receiving Off Scale and 3 Above Scale. UCLA is not alone among UC campuses in using Off Scale for other than "exceptional situations." With inadequate salary increases over the past decade, UC campuses are scrambling to develop policies that work in the background of the UC Salary Scale to maintain competitive salaries. These campus policies are sometimes called "Shadow Salary Scales," but the true Shadow Scale is now the UC Salary Scale itself.

State Compact and UC Salaries

For the past two years, the state has honored its Compact with UC and funded an increase for employee salaries. This year the Governor funded 4% or 1% more than UC expected. But UC awarded only a 2% COLA to faculty, while giving 4% total salary increase to covered staff and upper level managers. Even though increased state funding to UC for salaries has followed or exceeded the Compact funding for the last two years, UC has allocated the Compact funding in lesser amounts to faculty than to some staff and upper level managers.

Compact funding is far lower than the state calculates UC faculty need to maintain competitive salaries with comparison institutions. And there are no catch-up provisions in the Compact for UC faculty to regain competitive salaries in the next ten years. In 2005-6
Contd. on page 2

FA Protests 2% Faculty COLA

The UCLA FA joined forces with the UCSB and Riverside Faculty Associations to write the Chairman of the UC Regents about the 2% COLA for faculty. Copies were sent to all the UC Regents, Senate divisional chairs and Senate leaders on systemwide committees, as well as UC officials.

Dear Chairman Parksy,
 On behalf of faculty members in the Faculty Associations at UCLA, Santa Barbara, and Riverside we would like to express disappointment at the decision to award the faculty a 2% COLA while other categories of employees, such as covered staff and senior managers, received 4% in total salary increases in the form of merits and salary equity. According to the Compact between the state and UC, the state funded a 4% pay increase for UC employees, 1% more than expected, and yet that 4% ended up to be 2% for faculty. Even students working under the UAW contract received 3.5%. What does this set of priorities convey to the faculty? To the state? It says that even though salaries for UC employees, including faculty, are more than 15% under the level of comparison institutions, it is more important to increase senior mgr and staff salaries than faculty salaries. UC budget priorities show that despite all of the publicity concerning executive compensation at UC, senior administration total compensation is more important than anything else.
Contd. on page 12

Are You a Member of the Faculty Association?

Is "member" written on your mailing label? If not, this issue of the FA newsletter is being mailed to you courtesy of your colleagues. Only the Fall newsletter will be mailed to all Senate Faculty. Please join your colleagues and support the UCLA Faculty Association.

Application to Join the UCLA FA page 14
 available online www.uclafaculty.org/UCLAFa/application.htm

SEE INSIDE

What Did the FA do for me in 2005-6 page 13
2006-7 FA Executive Board
listed on FA Application page 14

UC faculty salaries were about 14.5% below those of their peer institutions, and it has been about 12 years since salaries were at the target level (the midpoint between 4 private and 4 public comparison institutions). During this 12 year period, state funding for higher education has declined in favor of higher funding for state services to the poor, for K-12 education, and for the prison system. Student fees have risen but not in proportion to the cost of providing a UC education, and the state has kept student fees low in favor of increased access in keeping with the California Master Plan for Higher Education. Low student fees also means a lower cost to the state to buyout any increases, which is also bad news for those who believe higher student fees would fund parity in faculty salaries. In the period 1985-2005, the proportion of the overall UC budget from the state general fund was cut in half, from about 50% to about 25% of the overall university budget.

UC Salary Methodology: Steps & Ladders

The state's Compact and UC's recent funding decisions disregard the salary methodology for UC faculty approved by the state several decades ago. This methodology has at its core salary ladders with higher salary levels at each higher step. Some colleges and professional schools have their own ladders: L&S; Business & Engineering; law; and medicine. In the UC system when faculty receive merit advances and promotions, they climb up the salary ladder. The only way the dollar amounts of the actual steps of the ladder are increased is with a general COLA; each step in the ladder is increased by the same amount (excepting some minor variations at different ranks and steps). The amount of that COLA--the CPEC lag--is calculated annually in Sacramento by the California Post Secondary Education Commission (CPEC) by comparing UC faculty salaries with the faculty salary increases of 8 comparison institutions.

Ideally all faculty would receive competitive salaries for their position on the Salary Ladder and a market lag increase every year, which would mean that UC salaries and the Salary Ladder stay at their target level. Merit would be rewarded with market level increases, and the salary methodology and funding would be transparent. But for the past 12 years, the UC COLAs have been less than the CPEC lag. When there is no COLA or faculty parity increase, then the CPEC lag increases for the next year, and the Scale falls further behind. Yet, every year UC average salaries have increased not with COLAs or increases to the Scale but with Off-Scale increments. Because UC Ladder Salaries are not at competitive levels, to remain competitive, UC campuses have had to resort to Off-Scale increments to bring salaries to market level. Even including Off-Scale increments in the average salaries, which CPEC does in calculating the lag, UC average salaries are still about 15%

below comparison institutions. If there were no Off-Scale supplements, the UC average salaries would be about 30% or more below market level.

Off Scale Rebalances Sagging Salaries

The results of the current situation are clear. In the absence of market level salary increases and a Salary Scale that has not reflected market conditions for over 12 years, pressure is on to use other kinds of non-salary resources to offer necessary increases. Deans and chairs are forced to use Off Scale to make up for no salary increases. They have turned into compensation specialists whose time and energy are increasingly taken up with the allocation of scarce non salary resources to over 85% of the faculty on the basis of recruitment and retention, basic equity, and other financial and merit factors.

In some instances, Off Scale has been used to rebalance salary inequities between those who receive large Off-Scale increases with those who only move up the Salary Scale. Another strategy to cope with a stagnant Salary Scale is to use one year accelerations. Some chairs put faculty forward to the next step on the ladder on the grounds of merit but with the understanding that lack of any range increase is also a contributing factor in approving this one year acceleration. Without this advance up the Scale, a professor might have to wait 2-3 years between merit reviews, during which time s/he would have received no COLA or inflation adjustment. If inflation were 2% for each of those years, the loss is equivalent to 6% of the value of his or her salary during the period between reviews. Therefore, a short step up the Scale compensates for no Scale increases.

How much to award faculty in Off-Scale increments varies by chairs at the department level and by deans at the division level. There is no generally accepted policy. If a faculty member is being promoted from one rank to another, some deans might calculate the percentage that faculty member is Off Scale and preserve that same percentage Off Scale at the next rank. Such a policy results in preserving the level of Off Scale throughout a career. Another dean might calculate the amount between the current step and the next step on the ladder and increase a faculty member's salary by that amount. With a stagnant Salary Scale, this policy would result in disappointment for the faculty member. If the Scale were adequate, this policy would eventually lead to the faculty member returning to scale since the amount between steps is generally much less than maintaining an Off-Scale percentage.

UC Campus Salary Policies

Campuses are beginning to act individually to address their own salary needs. They vary in their academic reputations and hence in the salaries and Off-Scale increments required for recruitment and retention in the absence of adequate increases in the

UC Salary Scales. For example, September 2005 salary data shows that UC Irvine offers Off-Scale increments to the largest number of faculty across all ranks (76%) and UC Davis the smallest (64%). UCLA offers the highest average dollar amount across all ranks (\$21,639), while UCSC offers the lowest (\$6,630). (www.universityofcalifornia.edu/senate/underreview/ucap.merit.0806.pdf.)

As noted in the winter 2005 FA newsletter, Berkeley has instituted a number of programs to address the failure of the Salary Ladder to reflect market conditions, including a separate comparative scale based on Berkeley's actual comparison institutions, a promotion increment of \$6,000 awarded to assistant professors upon receiving tenure, and additional research funds for older faculty as an incentive to retire. UC Irvine's salary policy is based on the actual median salary at each rank and step on the ladder to determine the amount of the Off-Scale increment needed to bring those faculty whose salaries fall below the median up to the median. Such a policy ignores the published UC steps and scales and concentrates on the actual median salaries, including both On Scale and Off Scale.

Funding Off Scale

The funding for Off-Scale comes from a variety of areas, but mainly from state allocated 19900 FTE funding for new student enrollment. Instead of hiring more faculty to teach new students, UC employs adjuncts, part-time lecturers or just lets the classes get larger and larger. This year, some of the 2% salary increase that the faculty were not given may be used to hire these other academics to teach those new students and provide further funding for Off Scale. This funding policy results in a higher student faculty ratio, which in 2005-6 was 19.5. The UC Regents have set a goal to return to 17.6:1, but the Compact does not provide funding for any such improvement.

What Should UCLA Faculty Do?

The first step is to become better educated about what it means for faculty salaries to fall so far behind market level. Last fall, the Faculty Association requested from the Office of the President the complete salaries of all senate faculty, breaking out Off-Scale and On-Scale components, excluding health sciences and pre-clinical, at all of the UC campuses as of Oct. 2005 (we increased the Sept. 2005 data by 2% to reflect the COLA awarded Oct. 1) and Oct 2000. In this newsletter, we concentrate on 2005 UCLA salary data for Letters & Sciences, but similar salary data is also supplied for Business & Engineering in the Appendix so that we cover the greatest number of faculty. It is the goal of the Faculty Association to present information about how Off Scale functions so that faculty can discuss the current Salary Scale and Off-Scale policy in campus and systemwide Senate committees with some of the necessary information and overview.

The FA is interested in the reactions of the faculty to this information (email us at ucfa@eathlink.net). We would also urge faculty to join the Faculty Association, an independent association of senate faculty in existence since 1973, which collects and shares information about wages, benefits, and other working conditions at the University of California with FA members, Senate faculty, the Regents, UC administrators, and California legislators. An application to join the Faculty Association is on the back page of this newsletter or visit our website at www.uclafaculty.org.

On Scale vs Off Scale L&S 2000 & 2005

Let's look more closely at UCLA salaries. We begin with a profile of faculty salaries in the Division of Letters & Sciences at UCLA in the fall of 2005, just after a 2% COLA effective October 2005. Please refer to Table 1 below.

The percentage of faculty who receive Off-Scale increments is high, hovering above the 90% range for Assistant and Associate Professors and above the 80% range for Full Professors. The weighted average salaries for faculty at every rank in L&S are Assistant Professors \$70,203, Associates \$82,544, and Full Professors \$119,030. If all faculty were On Scale, the averages would be about \$16,000 lower for each rank: \$54,313 for Assistants, \$63,016 for Associates, and \$98,252 for Full Professors. The difference between actual Salary Averages and Scale Averages indicates how low the Scale has fallen, and even these actual Salary Averages are about 14.5% below the market for UC faculty. With so many faculty Off Scale, the issue is no longer On Scale versus Off Scale; it is the ad hoc way Off Scale is allotted.

In the FA data shown in Table 1, about \$4,000 separates the weighted average amounts Off Scale at each rank. For Assist. Profs the weighted average Off Scale is \$16,331 (or 30% of Scale), for Associates \$20,871 (or 33% of Scale), for Full Profs, \$25,444 (or 26% of Scale), and Above-Scale faculty \$29,876 (or 23% of Scale). Although the %s of faculty Off Scale are in the 90% range for Assistants and Associates, the average amounts Off Scale as a percentage of Scale at all ranks range from 28% to 33%, with Above Scale at 23%. To some, that could look like almost a third of the salary is in some form of bonus or extra. As a % of actual salary the Off-Scale percentages would be lower.

The Average Salaries and Average Off-Scale amounts vary considerably by Division. The Humanities, Life Sciences, and Physical Sciences are generally fairly close together in both Average Salaries and average amounts Off Scale at every rank. The Humanities may offer the lowest Average Salary for Assistants, but Life Sciences offers the lowest for Associate and Full Professors, while

Table 1: Letters & Sciences, October 2005

		#	Av Salary	# On	# Off	Avg \$Off
Assist. Prof	Humanities	28	\$63,874	3	25	\$10,696
	PhysicalSci	25	\$66,643	0	25	\$12,023
	Life Sci	22	\$66,727	0	22	\$12,381
	Soc Sci	<u>36</u>	\$79,722	<u>0</u>	<u>36</u>	\$25,649
		111		3	108	
Wtd avrg			\$70,203			\$16,331
% Off/scale					97.30%	30.21%
Assoc. Prof	Life Sci	13	\$73,605	3	10	\$14,408
	Humanities	45	\$76,779	4	41	\$14,428
	PhysicalSci	24	\$77,333	0	24	\$15,100
	Soc Sci	<u>58</u>	\$91,178	<u>2</u>	<u>56</u>	\$29,217
		140		9	131	
Wtd avrg			\$82,544			\$20,871
% Off/scale					93.57%	33.12%
Full Professors						
	Life Sci	60	\$108,771	16	44	\$16,531
	Humanities	121	\$110,086	35	86	\$16,648
	PhysicalSci	87	\$110,900	20	67	\$15,976
	Soc Sci	<u>125</u>	\$138,271	<u>1</u>	<u>124</u>	\$39,830
		393		72	321	
wtd avrg			\$119,030			\$25,444
% Off/scale					81.68%	25.90%
Above				84	560	
	PhysicalSci	53	\$151,990			\$21,090
	Humanities	19	\$160,140			\$29,240
	Life Sci	14	\$165,333			\$34,433
	Soc Sci	<u>32</u>	\$173,712			\$42,812
		118			118	
wtd avrg			\$160,776			\$29,876
% Off/scale		762				22.82%

*weighted averages are calculated by multiplying the number of faculty by the average salary at that rank for each division and then dividing by the total number of faculty at that rank in all divisions.

Physical Sciences allocates the lowest for Above-Scale faculty. The average Off-Scale awards in the Social Sciences Division are significantly higher (double or more) at every rank than for the other Divisions in L&S. At Above Scale, the gap between the Social Sciences and the other Divisions narrows somewhat, although Off-Scale supplements in Social Sciences are still considerably higher. Within Social Sciences, Economics pays significantly higher amounts Off Scale for every rank than the other departments. Economics may be the main driver for generally high Social Sciences Off-Scale increments, but at many ranks and steps, Political Science and Sociology offer just as high or higher Off-Scale increments than Economics.

The FA data show Average Salaries at rank quite a bit higher than the AAUP or CPEC figures published

in their annual survey even though both of these surveys included faculty on higher Salary Scales in Bus & Engr, while the FA data counted only professors on the L&S 9-month academic Salary Scale. With so many different surveys arriving at so many different salary averages for so many different purposes it is no wonder that reporters, legislators, and citizens are confused about UC compensation practices because at the faculty level they don't pay attention to or understand the different categories of professors and the different Salary Scales.

In 2005 the number of faculty in L&S receiving Off-Scale increments may seem high, but it was also high in 2000. Table 2 below gives a similar profile of L&S in 2000.

Table 2
Letters & Sciences, October 2000

Rank/Step	Division	#	Avg Salary	# On Scale	# Off Scale	Avg \$Off Scale
Assistant	Humanities	23	\$54,587	6	17	\$4,712
	Phys Sci	19	\$57,242	1	18	\$6,711
	Life Sci	19	\$57,316	2	17	\$6,871
	Soc Sci	39	\$62,926	0	39	\$12,467
		100		9	91	
wtd avrg			\$58,862			\$8,834
%Off/scale					91.00%	17.38%
Associate	Life Sci	14	\$67,829	3	11	\$9,827
	Humanities	45	\$64,193	15	30	\$6,830
	Phys Sci	22	\$66,309	1	21	\$7,629
	Soc Sci	47	\$73,811	6	41	\$17,061
		128		25	103	
wtd avrg			\$68,486			\$11,386
%Off/scale					80.47%	19.19%
Full Prof	Life Sci	67	\$96,105	31	36	\$10,387
	Humanities	113	\$92,099	56	57	\$10,844
	Phys Sci	90	\$101,488	39	51	\$10,540
	Soc Sci	106	\$107,131	15	91	\$22,485
		376		141	235	
wtd avrg			\$99,298			\$15,216
%Off/scale					62.50%	16.95%
Above Scale	Phys Sci	51	\$137,483			\$13,283
	Humanities	21	\$137,614			\$13,414
	Life Sci	9	\$139,607			\$15,407
	Soc Sci	28	\$145,107			\$20,907
		109				
wtd avrg			\$139,642			\$15,442
% Off/Scale		713			100%	12.43%

About 91% of Assistant Professors received an Off-Scale increment in 2000, 80% at the Associate level, and a drop to 63% at the Full Professor rank. The increase in numbers of Off-Scale faculty in the higher ranks between 2000 and 2005 reflects faculty with Off-Scale increments rising in rank during this time period. The same trend will continue in the future and the proportion of faculty with Off-Scale increments will continue to increase. The average amounts Off Scale in 2000 are still about \$4,000 between ranks, but Above-Scale faculty received about the same Average Amount Off Scale as Full Professors. The average amounts Off Scale as a percentage of Scale increased about 40% from 2000 to 2005. Also visible in 2000 is a big salary leap from the Associate rank to Full Professor—about \$36,000, similar to the difference in these ranks in 2005.

Social Sciences also held a dominant position in 2000 among L&S divisions in Off-Scale amounts. The Average Salaries for Social Sciences faculty are higher at every rank, but the difference between divisions has increased in 5 years mainly due to increased use of Off Scale. For example, in 2000, the average Off-Scale supplement in Social Sciences for Full Professors was \$22,485, whereas for the other divisions it ranged between \$10,387 and \$10,844. By 2005, the difference in Social Science Off Scale increments jumped to \$39,830, whereas for the other divisions ranged from \$15,976 to \$16,648. During this period, while On-Scale salaries were essentially flat, average salaries did increase because of higher Off-Scale increments. But this meant that additional resources that otherwise would go to academic programs had to be diverted to provide funding for ever increasing Off-Scale increments.

All divisions show a significant shift in the numbers of faculty receiving Off-Scale increments. For example, in 2000, in Humanities 17 out of 23 Assistant Professors were Off Scale, but just about half of the faculty were Off Scale at the Associate and Full Professor ranks. By 2005, 25 out of 28 Assistant Professors in Humanities are Off Scale, 41 out of 45 at the Associate rank, and 86 out of 121 Full Professors are Off Scale. Such a dramatic shift Off the Scale shows the greater dependency on Off Scale supplements to support an inadequate Salary Scale as faculty

in lower ranks who already have Off-Scale increments move up through the Ladder System. However, this shift is also a result of faculty moving up steps and ranks over this 5 year period.

During this time period the Scale was only increased three times--by 3% in 2000, 0.5% in 2001, and 2% in 2005 for a total increase of 5.5% in Salaries. During this same period, inflation increased in California about 17.2%. Faculty moving only up the Scale lost about 12% of the value of their salary due to inflation. The long-term consequences of this policy are to weaken the Salary Scale at least by the annual rate of inflation and to increase the reliance on Off Scale to make up the difference at every step. When the Off-Scale increments are taken into account for the time period from 2000 to 2005, Average Salaries for Assistant Professors increased by 19%, Associate Professors by 21% and Full Professors by 20% or slightly more than inflation for all ranks.

Sagging Salary Ladder and Higher Average Salaries

The view of Letters & Sciences in 2005 from ranks and steps reveals more clearly where Off-Scale increments are being awarded. Table 3 combines all faculty in L&S and breaks out the figures by ranks and steps according to the October 2005 Salary Scale, Average Salaries, and Average Off-Scale increments. The right hand column shows what happens to Off-Scale amounts and percentages when the top 13% of salaries are removed.

Table 3
Letters & Sciences by Rank and Step in October 2005

Assist	#	Scale	Av Salary	# On	# Off	\$ Off	top13%	\$ Off
1		\$47,200					Less13%	
2	10	\$49,900	\$ 73,430	0	10	\$23,530	4	\$9,294
3	32	\$52,700	\$ 67,151	2	30	\$15,412	3	\$11,498
4	69	\$55,700	\$ 71,150	<u>1</u>	<u>68</u>	\$15,678	<u>3</u>	\$14,211
5	0	\$58,400		3	108		10	
6	0	\$61,300						
	111							
wtd avrg		\$54,313	\$ 70,203			\$16,331		\$13,163
%Off/Scale					97.30%	30.07%		24.33%
Assoc								
1	23	\$58,500	\$ 86,026	0	23	\$27,526	5	\$17,422
2	32	\$61,400	\$ 78,763	2	30	\$18,520	0	\$18,520
3	84	\$64,800	\$ 82,941	7	77	\$19,792	4	\$16,564
4	1	\$68,700	\$ 90,168	<u>0</u>	<u>1</u>	\$21,468	<u>0</u>	\$21,468
5	0	\$74,100		9	131		9	
	140							
wtd avrg		\$63,016	\$ 82,544			\$20,871		\$17,212
%Off/Scale					93.57%	33.12%		27.31%
Full								
1	34	\$68,800	\$ 95,187	1	33	\$27,185	4	\$19,761
2	41	\$74,200	101,022	2	39	\$28,200	4	\$22,269
3	37	\$80,200	102,765	4	33	\$25,304	2	\$22,444
4	41	\$87,000	116,539	3	38	\$31,870	5	\$20,007
5	71	\$94,500	111,347	16	55	\$21,761	2	\$18,431
6	38	\$102,400	116,905	8	30	\$18,371	0	\$18,371
7	34	\$111,300	132,510	8	26	\$27,742	0	\$27,742
8	37	\$120,500	142,377	7	30	\$26,990	1	\$25,042
9	60	\$130,900	144,980	<u>23</u>	<u>37</u>	\$22,854	<u>0</u>	\$22,854
	393			72	321		18	
wtd avrg		\$98,252	119,030			\$25,444		\$21,550
%Off/Scale					81.68%	25.90%		21.93%
Above	644			85	560			
	<u>118</u>	\$130,900	\$160,776			\$29,876		
	762					22.82%		

In a robust compensation environment where Scale Salaries reflect the market for faculty salaries of the quality recruited by the UC system, one would expect that the Average Salaries at step and rank would be equal to or slightly higher than the Scale Salaries. Since faculty progressing up the Scale would linger at a step for 2 or 3 years before the normal review, there would be slightly downward pressure on the Average Salary. Upward pressure would come from Off Scale increments for recruitment and retention. The large difference between the Salary Scale amount at each rank and step and the Average L&S Salaries at each rank at UCLA show just how dysfunctional the Salary Scale has become. At the rank of Assistant Professor Step 2, the Scale Salary is \$49,900, while the Average Salary is \$73,430. At Full Professor, Step 1, the Scale Salary is \$68,800, while the Average Salary is \$95,187.

A few individuals receive high Off-Scale increments that skew the Off-Scale averages for all other faculty at that rank and step. For example, Assistant Professors at Step 2 have average Off-Scale increments of \$23,530 (or 47.15% of scale), but removing 4 faculty (3 of whom are in Economics and 1 from Political Science), reduces the average Off-Scale increments to \$9,294 (or 17.71% of scale). The average Off-Scale increment for those 4 faculty is \$44,884 (or 90% of scale). A truer Average Salary might be calculated by dropping the top and bottom 13 % of the salary range, but for our purposes here, the actual Average Salary will be the average of all faculty in L&S at rank and step.

Actual average salaries do not always rise with step. The average salary in L&S at the rank of Assistant 2 is higher than the average at Assistant 3 and 4, even though the UC salary scale is higher at each successive rank for Assistant Professors. This is also true at the Associate Professor rank, with the average salary at Step 1 higher than 2 or 3. The expected increase doesn't come until Associate Step 4, a virtually unused step. This anomaly is seen at the Full Professor level as well, for example step 5 is lower than step 4, with steps 4 and 6 almost the same. The average amount Off-Scale at step 6 is a drop from step 5, which is a drop from 4; a steep rise occurs between step 6 and 7. This same trend can be seen in Business & Engineering (Appendix), where Assistant Step 2 is significantly higher than Step 3, and the Average Salary of Associate Step 1 is over \$10,000 higher than Step 2. For Full Profs in Business & Engineering, Average Salaries at steps 8 and 9 and even Above Scale are lower than at Step 7. The discrepancy in Average Salaries dropping at higher steps shows a high level of recruitment and retention activity at certain steps in rank.

Salary Methodology Options

In Fall 2006, UCLA finds itself with a salary methodology where

- Off Scale is used on an ad hoc basis to rebalance salaries that have not been increased to market levels through yearly increases to the Salary Scale.
- Average Salaries are well below market.
- The UC Salary Scale is obsolete and misleading about average salaries, merits, and promotions.

1. Current UC Policy: low COLA and Off Scale Rebalancing

An occasional annual COLA does little to affect the salary lag. If both salaries and the Salary Scale are increased by 2%, then there is no change in % or # Off Scale. UC's decision to grant faculty only a 2% salary increase in 2006-7 and not 4%, further erodes the Salary Scale and keeps average faculty salaries significantly below market. The cost is about \$1.7m to offer a 2%COLA and \$3.4m for a 4% COLA.

The decision to give faculty only a 2% increase endorses the current ad hoc system of using Off-Scale increments to keep UC salaries competitive. It means using non salary resources to supplement sagging salaries in awarding Off Scale case by case. It also could mean that when the cost of benefits increases this year and next, particularly with the resumption of contributions to UCRP, the 27%+ av. increases in health care premiums across all 4 income bands for 2007, as well as the general cost of inflation, are all factored in, faculty will fall further behind. The use of Off Scale could further expand to rebalance higher benefit costs and inflation rates as well as under-funded salaries. This kind of rebalancing of total compensation in the face of unequal salary increases raises questions of basic equity across the salary and benefit landscape at UC.

2. Adjust to the Median

UC has reported that UC Irvine follows a median salary policy as a reference to determine step and rank increases. Table 4 below shows what a salary policy would look like if UCLA used the median salary at every rank and step as the reference amount to award Off-Scale increments. The cost is calculated as if all faculty below the median were brought up to the median salary at rank and step by the use of Off-Scale increments.

The median for each salary step was calculated based on the Oct. 2005 UCLA salaries. Using a Median policy brings down the number of faculty receiving Off-Scale increments from 560 to 327, but still leaves 58% Off Scale, lowers the average amount Off-Scale at each rank, and slightly increases the average salaries at each rank.

Table 4: Faculty Salaries Increased to Median at Step, L&S, Oct. 2005

Rank/ Step	#	Median at step	Avrg Salary	# on Scale	# off Scale	Avrg \$ Off	cost
Assistant Professors							
1	0						
2	10	65,790	77,438	5	5	23,297	40,086
3	32	62,730	69,315	16	16	13,171	69,258
4	<u>69</u>	68,850	73,798	<u>35</u>	<u>34</u>	9,483	<u>182,682</u>
	111			56	55		\$292,026
wtd av		\$66,810	\$72,834			\$11,812	
% Off/scale					49.5%	16.81%	
Associate Professors							
1	23	79,560	90,128	12	11	22,097	94,350
2	32	74,562	80,947	16	16	12,769	69,870
3	84	79,866	87,047	41	43	13,670	344,913
4	<u>1</u>	90,168	90,168	<u>0</u>	<u>1</u>	21,468	<u>0</u>
	140			69	71		\$509,133
wtd av		\$78,033	\$85,537			\$14,580	
% Off/scale					50.7%	18.68%	
Rank/ Step	#	Median at step	Avrg Salary	# on Scale	# off Scale	Avrg \$ Off	cost
Full Professors							
1	34	88,434	98,937	17	17	21,006	127,500
2	41	96,900	107,110	22	19	22,032	249,594
3	37	99,450	109,071	20	17	20,940	233,315
4	41	107,100	123,057	19	22	29,738	267,240
5	71	102,000	113,855	36	35	23,734	178,092
6	48	111,180	119,541	21	27	11,768	100,164
7	34	127,500	138,324	18	16	23,002	197,676
8	37	137,700	147,672	19	18	20,499	195,942
9	<u>60</u>	136,680	147,528	<u>30</u>	<u>30</u>	16,600	<u>152,898</u>
	403			202	201		\$1,702,421
wtd av		\$123,267	\$112,307			\$20,743	
% Off/scale					49.9%	19.93%	
	654			327	327		
Above	<u>118</u>	155,040	164,564		100%	19,564	\$438,294
	772					12.62%	\$2,941,874

The cost to bring all L&S faculty at least up to the Median Scale is \$2,941,874. Bringing all faculty up to the median salary would have the effect of rebalancing Off and On Scale to about even at 50%. However, 50% of faculty still Off Scale is not an ideal situation. A median policy targets On and Off-Scale faculty whose salaries fall below the median at step and rank and would not affect Off-Scale faculty whose salaries exceed the median. For these faculty, more of their salary would fall On Scale.

3. The Fix: Increase the Salary Scale to Market Level or by 30%

The market lag percentage for UC Average Salaries in the Fall 2005 was 14.5%, which means that if UC salaries were increased by 14.5% then they would fall in that target mid position between its 4 public and private peer institutions. But the Salary Scale is much lower than the Average Salaries.

If the UC Salary Scale were increased by 30%, then how many faculty would still be Off Scale? How much would the averages increase? Table 5 below gives some of the answers.

Table 5: Oct. 2005 Salary Scale Increased 30%

Rank/Step	#	Scale	Avg. Sal	# On Scale	# Off Scale	Avg \$ Off	cost
Assist 1							
2	10	64,870	77,019	4	6	20,249	35,896
3	32	68,510	72,659	21	11	12,070	176,256
4	69	72,410	75,755	<u>42</u>	<u>27</u>	8,548	<u>317,728</u>
5	0			67	44		\$529,880
	111						
wtd avg		\$70,606	\$74,976			\$11,025	
%Off/Scale					39.64%	15.61%	
Assoc 1	23	76,050	88,774	8	15	19510	63,210
2	32	79,820	83,834	18	14	9175	162,270
3	84	84,240	89,542	57	27	16495	554,502
4	1	89,310	90,168	<u>0</u>	<u>1</u>	858	<u>0</u>
	140			83	57		\$779,982
wtd avg		\$81,283	\$87,472			\$15,201	
%Off/Scale					40.71%	18.70%	
Full 1	34	89,440	99,461	18	16	21,294	145,302
2	41	96,460	106,895	20	21	20,374	240,794
3	37	104,260	111,827	23	14	19,998	335,275
4	41	113,100	126,561	26	15	36,792	410,898
5	71	122,850	127,725	55	16	21,633	1,162,866
6	38	133,120	134,877	32	6	11,125	682,904
7	34	144,690	148,166	23	11	10,744	532,294
8	37	156,650	160,525	29	8	17,923	671,494
9	60	170,170	171,655	<u>52</u>	<u>8</u>	11,140	<u>1,600,520</u>
	393			278	115		\$5,782,347
wtd avg		\$127,728	\$133,743			\$20,556	
%Off/Scale					29.26%	16.09%	
	644			428	216		
Above	<u>118</u>	\$170,170	\$174,124			\$17,945	\$1,575,078
	762					10.55%	\$8,667,287

Increasing the Salary Scale by 30% affects the averages differently by rank. For example, in Oct. 2005, the average for Assistant Professors in L&S was \$70,203; raising the Scale by 30% increases the average to \$74,976 or by 6.8%. For Associate Professors, the average in Oct. 2005 was \$82,544; increasing the Scale by 30% raises the average to \$87,472 or by 5.97%. And finally increasing the Scale by 30% changes the average for full professors from \$119,030 in Oct. 2005 to \$133,743 or by 12.36%. On the other hand, the amounts Off Scale are reduced considerably: Assistant Professor Off Scale drops by 32.49%; 27.17% drop for Associates; and Full Professor Off Scale drops by 19.21%. The number of faculty receiving Off Scale drops to acceptable levels: from 97% to 40% at the Assistant rank; 94% to 40% at the Associate rank; and 82% to 30% at the full professor level.

In Table 5 above, the cost is determined by the amount of money necessary to bring each faculty member up the increased Scale on the next merit or promotion. In this scenario, some faculty who receive Off-Scale would not receive a salary increase at their next merit or promotion because their combined On and Off-Scale salary already meets or exceeds the 30% increased Scale, or the amount they receive would be adjusted to move them closer to On Scale. The main effect for them would be to have more of their total salary On Scale. The costs would also be spread over 3 years since not all faculty would receive merits or promotions annually—only about 1/3 in any year.

Costs of Salary Methodology Options

The costs of these different salary strategies can be compared in a broad sense in Table 6 below. If we look at the salary amounts in the database provided by UC, excluding health sciences and pre-clinical faculty, we can compare the cost of issuing a COLA, raising all faculty to the median salary at rank and step, and raising all faculty over a 3 year period to an increased salary scale.

The costs of increasing all salaries by a 3.5% COLA, bringing all faculty to the median salary at step and rank are not only remarkably close; they constitute a relatively small percentage of annual salary costs. Increasing the Salary Scale by 30% or to market and bringing faculty to market level over 3 years is still only 10.18% of the total L&S salary expense for 2005-6 or 3.39% annually. By concentrating on a limited population, 762 faculty in L&S in 2005, one can see that making a significant improvement in faculty salaries—raising the Salary Scale to market level—is not much more costly than following a COLA-Off-Scale Rebalancing strategy.

**Table 6:
Some Annual Salary Costs at UC and UCLA calculated in Oct. 2005**

	Rank	#	Salary cost	
Total UC	Assistants	1333	\$93,238,029	
	Associates	1200	\$94,737,288	
	Full Professors	3230	\$370,046,177	
	Above Scale	<u>542</u>	<u>\$89,494,000</u>	
		6305	\$647,515,494	
Total UCLA	Assistants	140	\$13,499,700	
	Associates	213	\$18,150,904	
	Full Professors	722	\$87,147,563	
	Above Scale	<u>168</u>	<u>\$27,742,080</u>	
		1243	\$146,540,247	
UCLA L&S 2005	Assistants	111	\$7,792,494	
	Associates	140	\$11,556,196	
	Full Professors	393	\$46,778,780	
	Above Scale	<u>118</u>	<u>\$18,971,564</u>	
		762	\$85,099,034	
Cost of Salary Strategies for UCLA L&S 2005-6			% of L&S	
	Strategy		Cost	Salary total
	2% COLA increase (annual)		\$1,701,981	2.00%
	3.5% COLA increase (annual)		\$2,978,466	3.50%
	Adjustment to Median		\$2,941,874	3.46%
	14.5% Scale increase (over 3 yr)		\$2,461,319	2.89%
	1 year		\$820,440	0.96%
	30% Scale Increase (over 3 yr)		\$8,667,287	10.18%
	1 year		\$2,889,096	3.39%

Rebalancing Total UC Remuneration Over Next Ten Years: Higher Salaries & Higher Benefits

The decision to award UC faculty only a 2% COLA in 2006-7 separates faculty from upper level managers in the plan to rebalance total compensation at UC over the next ten years. The current UC strategy is to increase salary at the expense of benefits. Funding for future salary increases will come in part from the state as fulfillment of UC's Compact with Governor Schwarzenegger and in part from savings by reducing active employee benefits. There has been little faculty consultation in accepting this policy or faculty awareness of the implications of the new policy.

Last year UC hired Mercer Human Resource Consulting to assess the competitiveness of total remuneration for UC's executives (including in the population ladder rank faculty, senior management and staff at the campuses, medical schools, and UCOP but excluding UC labs and medical centers) and found that UC's employee compensation was 15% below market, health benefits 10% above, and retirement benefits 63% above market. The closeness of the 15% salary lag to the CPEC lag of 14.5% shows the influence the CPEC lag figure has for all groups of employees at UC. In order to correct this salary-benefit imbalance, Mercer created a policy of restoring employee salaries to target level by rebalancing benefits and salaries. For example, in 2007, when UCRP contributions are scheduled to begin, then the cost of retirement benefits will increase for faculty because they will no longer make a contribution into their DCP accounts. That contribution will be deposited directly into UCRP. The initial rate of contribution is predicted to be just over 2%, just more than the 2% COLA faculty received. The cost of health premiums will increase in 2007 on average 27% across all income bands as much from UC policy as from increasing costs of delivering health care.

The UC Committee on Planning & Budget predicted that executives would need a 6.6% salary increase each year over the next ten years to rebalance the increasing costs of health and retirement benefits. That puts executives already 6.2% behind and faculty 9.2% behind. The question is: which group of employees should lead in salary increases in the race to stay even with rising benefits? So far at UC, the executives are way ahead.

BOTTOM LINE

Ideally there would not need to be campus salary strategies. The state would fund UC salaries at market level, and the University would be committed to keeping faculty salaries at this level. Most of the faculty would be On Scale, and Off Scale would be reserved for exceptional situations. All lobbying efforts should support this goal. Right now, however, the closest that UCLA could come to this ideal would be to follow its own rational campus strategy. Looking at the College of L&S,

- Bring up the UCLA L&S Salary Scale to market level, and then increase the Scale annually by the CPEC lag.
- Bring faculty up to this market level at their next merit or promotion.
- This market Scale would form a uniform Scale across divisions and departments as well as for faculty within a department. It would address the inequities between the amounts of Off Scale given to faculty.
- A higher Salary Scale and lower Off-Scale figures result in a more transparent and logical way to conceive of and portray UCLA faculty salaries.
- If Scale Averages move closer to Average Salaries, the step-ladder system then can function again as a system that rewards merit advancement with adequate compensation without a chair or dean customizing salaries for individual faculty based on a wide variety of other factors.
- The cost of creating this market Salary Scale is reasonable over a 3 year period.
- The cost of maintaining the higher Salary Scale would be manageable if Off Scale increments were adjusted accordingly.
- Most faculty who are Off Scale would be recaptured to On Scale.
- The UC Shadow Scale Salary Methodology relies on using non salary or other program funding to rebalance salaries. The rational methodology would use salary funding for salaries.
- A transparent Salary Scale would build morale among faculty and strengthen the merit system.

Appendix

Business & Engineering, Oct. 2005 Salary Scale

Rank	#	2005 Scale	Avg Sal	#On	#Off	\$ Off
Assist 2	4	\$66,000	\$ 96,900	0	4	\$30,900
3	20	\$69,300	\$ 81,207	6	14	\$17,028
4	<u>17</u>	\$72,900	\$102,396	<u>1</u>	<u>16</u>	\$31,338
	41			7	34	
wtd avrg			\$ 91,524			\$25,394
%Off/scale					82.93%	35.86%
Assoc 1	3	\$76,200	\$ 108,834		3	\$32,634
2	8	\$78,900	\$ 119,442		8	\$40,542
3	<u>15</u>	\$82,100	\$ 115,206	<u>1</u>	<u>14</u>	\$35,470
	26			1	25	
wtd avrg			\$ 115,774		96.15%	\$36,753
%Off/scale						44.16%
Full 1	7	\$84,600	\$ 101,140	0	7	\$16,540
2	23	\$87,200	\$ 113,406	3	20	\$30,136
3	15	\$92,700	\$ 116,736	2	13	\$27,731
4	14	\$99,300	\$ 118,539	4	10	\$26,915
5	18	\$106,900	\$ 127,840	5	13	\$28,995
6	12	\$118,000	\$ 129,676	5	7	\$24,673
7	1	\$123,400	\$ 177,480	0	1	\$54,080
8	9	\$133,000	\$ 156,411	1	8	\$26,562
9	<u>10</u>	\$144,300	\$ 158,569	<u>4</u>	<u>6</u>	\$23,762
	109			24	85	
wtd avrg			\$126,192		77.98%	\$27,141
%Off/scale						26.75%

FA Letter to UC Regent Chairman Parsky Continued

The way the budget categories were changed in 2006-7 is also troubling. In past UC budgets, fixed costs have always been broken out in 3 categories: merit increases for faculty and staff (1.78% for faculty and 1.5% for staff in 2005-6); COLA; and funds to support health benefit costs plus parity and equity compensation for faculty and staff. In 2006-7, these are all lumped together under "Compensation and benefit increases for faculty and staff for merits, COLA continuation costs related to 2005-6 salary increases, employee benefits, and equity increases (equivalent to 4% of total salaries and benefits)." COLAs are based on cost of living and are distributed independent of any kind of merit review. On the other hand, merit increases are not cost of living increases and are based on performance. Lumping together all merits, COLAs, and benefits blurs the edges of these categories and allows a set of budgeting priorities for senior level managers to emerge that raises their total salaries to the same level as it raises the cost of benefits. The same rebalancing does not apply to faculty whose salaries are increased only 2% in the face of the rising (rebalancing) of benefits, while senior level managers and covered staff receive 4% salary increases.

The 2005-6 terminology of salary increases masks the true level of the increase. Only faculty receive a COLA; covered staff and senior level managers receive no COLAs, yet they receive "3.5% merit pool and .5% for salary adjustments. Senior Managers in this group will have 2.5% in their merit pool and 1.5% to address salary equity priorities." In each of these cases, the percentage increases add up to 4%, and merit reviews are annual.

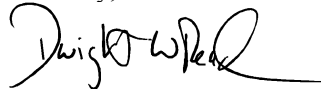
In addition, the category of merit funding for faculty is different from merit funding for other categories of employees. Faculty typically receive a merit once every three years. For faculty, merit funding is to a large extent covered by faculty retiring. Faculty moving up are funded by faculty moving out. As long as this proportion holds, state funding for merits can be used for a variety of other purposes, like hiring visiting professors, lecturers, TAs, etc. It is not fair to faculty to deprive them of 2% salary increase and to use the other 2% allotted to salary increases to pay for a variety of other expenses.

Since the Mercer report and other state govt reports put UC executives and staff over 15% behind comparison institution salary levels, we can assume that UC administrators will award themselves the full 4%. That is the scenario of the Mercer report: the cost of benefits will increase 15% over the next ten years with a corresponding amount in salary increases. If one group of employees, such as the faculty, don't receive the promised salary increase (4% in 2006-7), then they will be further behind when the cost of benefits increase 4%. Certain select employee groups received the full 4%, while faculty did not. The goals of the Mercer plan, adopted by the Regents, are on target for administrators (a 3% increase in 2005-6 and 4% in 2006-7), but not even the first step is in place for faculty. Faculty salaries will fall even further behind their current 15% lag in the face of rising health benefits.

In President Dynes's testimony in Sacramento in March 2006 before the houses of the state legislature in defense of executive compensation policies at UC, he stated "Our faculty salaries are approximately 10% behind the average for our eight comparison universities, and our student-faculty ratio was well above those of our competitors." Despite these statements which significantly underestimate the faculty salary lag by over 5%, when it comes time to allocate state funding, UC awards faculty only a 2% COLA and senior managers and other staff 4% increase. UC ignores the growing market lag for faculty salaries, even though it uses such a lag to defend its budgeting decisions. A 2% COLA for faculty keeps the faculty salary scale far below market, increases the student-faculty ratio, reinforces questionable executive compensation decisions, and forces an ad hoc process of Off-Scale salary increases on faculty, all of which undermine faculty morale and the UC salary methodology itself.

The Faculty Associations at UCLA, UCSB, and UCR ask UC to provide us with an accounting of how the funds for the 2% merit salary increase for faculty will actually be distributed since only about 1/3 of the faculty receive a merit increase each year after extensive review of academic performance. We also want to know how the slated 2% COLA can possibly begin to close the 15% salary equity gap since the comparison universities will also have comparable COLAs.

Sincerely,



Dwight Read
Chair, UCLA Faculty Association

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What Did the UCLA Faculty Association Do For Me in 2005-2006?

FALL/WINTER, 2005

ISSUES

Faculty Salaries

The FA at UCLA published a newsletter on what UC Berkeley administrators and faculty have done about inadequate funding for faculty salaries. UC Berkeley has formulated a new set of Comparison Institutions for that campus so that they can track more accurately the salaries at those campuses with which they actually compete for faculty recruitment and retention. Berkeley has also created its own campus salary scale which offers about \$6,000 more to associate professors on the attainment of tenure than the UC Scale. All faculty at the rank of Associate or Full will eventually receive this \$6,000 increment to bring up the overall average salaries on the Berkeley campus. Berkeley is also proposing policies to retain more of the income from non-resident undergraduate fees than the policy in Oakland currently allows and to increase the number of endowed chairs. In addition, Berkeley is also offering research incentives to older faculty to retire and matching funds for their departments to use. Administrators and faculty on that campus have also expressed a clear policy regarding “decoupled” salary increments. Decoupled salaries are paid to newly recruited faculty at the time of appointment and to retained faculty at the time they receive a written offer from one of Berkeley’s competing institutions. (www.uclafaculty.org/Newsletters/UCBSepPack.htm)

WINTER-SPRING, 2006

LOBBYING

UCLA Faculty Association Invited Karen Bass, Assembly, D-Los Angeles, #47 to UCLA

On Friday, May 5, 2006, the UCLA Emeriti Association and the UCLA Faculty Association co-sponsored a lunchtime talk and Q&A by Assemblymember Karen Bass, whose district includes UCLA. Prior to her election to the Assembly, Bass had a long and distinguished career as a public advocate. While working as a Physician’s Assistant in the emergency ward at L.A. County USC Hospital, Bass witnessed the ravages of crack cocaine on inner city residents. Resolving to reverse the tragic local trends, she founded Community Coalition to improve the quality of life in South Los Angeles and served as the executive director for 14 years. Under Bass’s leadership, Community Coalition eliminated or converted dozens of local liquor stores, closed motels known as drug trafficking centers, improved the quality and selection of foods in local supermarkets, and secured millions of dollars in repairs to local schools. A stalwart community activist and educator, Bass has received many awards in recognition of her tireless efforts. Elected Nov. 2, 2004, she currently serves on the California State Assembly Committee on Higher Education, among other committee appointments. Bass discussed the political process in Sacramento, using as an example the day and evening she had just spent in order to meet a deadline. Personal leadership styles exert strong pressure on the legislative process, especially in getting legislation passed.

Bass was named the Assembly majority floor leader for the 2007-8 legislative session, and is the only African American woman in the Legislature.

UCRP CONTRIBUTIONS SET TO BEGIN JULY 2007

The UCLA Faculty Association published a newsletter about the resumption of employee and employer contributions to UCRP. Historically, UC paid about 4/5th of the total yearly contribution to the UCRP and the employee about 1/5th. As a percentage of earnings between 1976 and 90, UC contributed a yearly amount equal to about 11.12% of employee earnings, and the average employee contributed about 2.50% of earnings. In the first 4 years of the no-contribution period starting in 1990, the funding ratio of UCRP dropped to about 1.1 to 1.0, but by 2000 rose back up to 1.7 to 1, and then dipped to its current funding ratio of 1.1 to 1.0. In the face of recent disappointing UCRP returns on investments, this Spring the Regents took the step to revive the contribution policy beginning in July 2007. The Faculty Association urged the Regents to adopt a contribution strategy that continues the historical division of 4/5 UC and 1/5 faculty for the split between UC and faculty contributions to UCRP. The newsletter contained a chart with employer and employee contributions since 1976. It is exactly this kind of information that the UCLA Faculty Association gives to FA members and Senate faculty in order for them to have the information they need to discuss these matters in senate and systemwide committees. See

www.uclafaculty.org/Newsletters/UCRP.htm

**Application to
JOIN THE UCLA FACULTY ASSOCIATION**

2006-07 FA at UCLA

Executive Board Members

Dwight Read, Chair, anthro.
Steve Cederbaum, psychia
Russell Christensen, dentistry
Susan Downey, art history
Osman Galal, Pub. Health
Jody Kreiman, surgery
Sheila Greibach, comp sci
Kevin McCardle, AGSM
Werner Hirsch, economics
V.S. Varadarajan, math
Olga Yokoyama, Applied Ling.
Amos Norman, emeritus rep



BENEFITS

SALARIES

**WORKING
CONDITIONS**

UC POLICIES

LOBBYING

The Faculty Association at UCLA is a voluntary, dues-supported organization of UCLA Academic Senate members, founded about 30 years ago, with an Executive Board, Bylaws, a dues structure, and a Research Director.

Purposes: The purpose of the FA is to influence the decisions of the University administration and the state legislature that affect faculty salaries, benefits, and working conditions broadly defined

Relation to the Academic Senate: The FA at UCLA supports the Senate in all academic matters. Because it has no state funding the FA at UCLA can and does engage in lobbying and other nonpartisan political activities on behalf of faculty.

Membership: The FA at UCLA membership is open to all faculty eligible for membership in the UCLA Academic Senate.

I wish to join the Faculty Association at UCLA. I agree to pay the following dues (choose one) by payroll deduction and to sign Form U669 below or by personal check. FA dues are tax deductible: either on Schedule A of your income tax to the extent that they and other profession-related and income-producing expenses exceed 2% of your adjusted gross income; or in some instances on Schedule C without the 2% limitation. Please check with your tax consultant.) AAUP members may claim a 20% reduction in FA dues.

_____ \$8.75 per/mo. for Assistant Professors and Acting Professors of Law

_____ \$13.50 per/mo. for Associate Professors

_____ \$18.00 per mo. for Professors

_____ Lecturers with security of employment, please designate the dues that most nearly approximates your salary range

_____ \$40.00 per year for Emeriti (by check only)

_____ Recalled Faculty: 50% of the dues for their rank (for example, per year \$42.00 for Assistant Professors; \$63 for Associates; and \$84 for professors (payable by check only)

_____ 50% discount for Second Member of a Family

Mail Completed Forms to:

FA at UCLA, P.O. Box 33336
Granada Hills, CA 91394

Or Drop in Campus Mail to:

Prof. Ed Condren, UCLA FA Membership Chair
149 Humanities Bldg. 153005, UCLA

Employee Organization Membership Payroll Deduction Authorization UPAY 669 (10/80)

Last Name _____ First Name _____ Middle Initial _____ Dept. Employed at UC _____

Title at UC _____ Organization name: Faculty Association at UCLA Campus UCLA

Employee ID _____ Date _____ Action on this Form to Become Effective on Pay Period Beginning _____

Email Address _____ Monthly Deduction: Dues _____ Initiation Fees 0 General Assessment 0

I authorize the Regents of the University of California to withhold monthly or cease withholding from my earnings as an employee, membership dues, initiation fees, and general assessment as indicated above. I understand and agree to the arrangement whereby one total monthly deduction will be made by the University based upon the current rate of dues, initiation fees, and general assessments.

I also understand that changes in the rate of dues, initiation fees and general assessments may be made after notice to that effect is given to the University by the organization to which such authorized deductions are assigned and hereby expressly agree that pursuant to such notice the University may withhold from my earnings amounts either greater than or less than those shown above without obligation to inform me before doing so or to seek additional authorization from me for such withholdings. The University will remit the amount deducted to the official designated by the organization. This authorization shall remain in effect until revoked by me allowing up to 30 days time to change the payroll records in order to make effective this assignment or revocation thereof or until another employee organization becomes my exclusive representative.

It is understood that this authorization shall become void in the event the employee organization's eligibility for payroll deduction terminates for any reason. Upon termination of my employment with the University, this authorization will no longer be in effect. This authorization does not include dues, initiation fees and general assessments to cover any time prior to the payroll period in which the initial deduction is made. Payroll deductions including those legally required and those authorized by an employee are assigned priorities. In the event there are insufficient earnings to cover all required and authorized deductions, it is understood that deductions will be taken in the order assigned by the University and no adjustment will be made in a subsequent pay period for membership dues, initiation fees and general assessments.

Employee Signature _____

Date _____

For University Use Only Tran Code _____ Employee ID No _____ Date _____ Element No. _____ Bal CD _____ Amount _____

