

**Office of the President**

**TO MEMBERS OF THE GOVERNANCE AND COMPENSATION COMMITTEE:**

**ACTION ITEM**

*For Meeting of September 26, 2018*

**APPROVAL OF MARKET-BASED SALARY ADJUSTMENT FOR M. ELIZABETH COWELL AS UNIVERSITY LIBRARIAN, SANTA CRUZ CAMPUS AS DISCUSSED IN CLOSED SESSION**

**EXECUTIVE SUMMARY**

The President of the University recommends approval for a market-based salary adjustment for M. Elizabeth Cowell as University Librarian, Santa Cruz campus, effective retroactively July 1, 2018. The proposed adjustment will increase Ms. Cowell's base salary to \$250,000, which is an 8.9 percent increase from her current base salary of \$229,468. The proposed salary is 1.5 percent above the 75th percentile and 14.6 percent below the 90th percentile of the position's Market Reference Zone (MRZ). Due to the proposed base salary exceeding the 75th percentile of the position's MRZ and the retroactive effective date of July 1, 2018, this action requires approval of the Regents.

Ms. Cowell will remain eligible for consideration for a 2018 systemwide salary program increase in accordance with University-wide guidelines.

The proposed market-based salary adjustment will better align Ms. Cowell's base salary with the criteria described in policy given her skills, experience, and contributions. The proposed base salary and position in the MRZ are appropriate, considering the breadth and complexity of Ms. Cowell's responsibilities, as well as her unique skills, direct experience and demonstrated results in her role.

Chancellor Blumenthal conducted a compensation review of all UC Santa Cruz senior administrators, including Vice Provosts and Senior Management Group (SMG) members. As a result of that review, he identified four senior administrators, one of whom is Ms. Cowell, for a market-based salary adjustment. The campus reports that Ms. Cowell has consistently demonstrated exceptional performance as she enters her fifth year in her SMG position, showing creativity and vision in how she executes her responsibilities as the University Librarian. Ms. Cowell's efforts to expand the UCSC libraries, such as improving the content of the library collections and upgrading the climate and physical spaces, have achieved results beyond initial expectations during a time of financial constraint at both the campus and system levels.

Ms. Cowell was hired at UC Santa Cruz as the Associate University Librarian for Public Services in July 2008. She worked with administration and staff to absorb challenging budget cuts while maintaining core library services. She played an integral role in the successful expansion and renovation of McHenry Library and led Library staff through a data-driven analysis of all public services, implementing strategic changes that resulted in a 70 percent increase in the use of library facilities. Through her leadership as part of the UC Libraries Advisory Structure, she has facilitated the UC Libraries systemwide working well together, collaborating to create and maintain innovative services. During Ms. Cowell's appointment as Interim University Librarian in 2013, the campus reports that she engaged library staff in developing new strategic directions and fostered successful cross-campus collaborations. Following a national search in 2014, Ms. Cowell was selected as the top candidate and appointed as the career University Librarian.

Ms. Cowell has 20 years of progressively responsible management experience in academic libraries with a strong record of accomplishment and evidence of strategic leadership in operations, fundraising, and innovation. The campus reports that she brings a high level of enthusiasm to her work in academic libraries, grasps the potential of strong library alliances, and effectively communicates the value of academic libraries to a wide variety of stakeholders.

One result of Ms. Cowell's engagement has been her successful fundraising for library expansion, obtaining a grant for \$5 million for the renovation of the Science and Engineering Library, a \$1.5 million planned gift to Stevenson College, and \$272,000 in additional gifts for library services. The renovations of the Science and Engineering Library will promote collaborative learning and support student success, providing active learning spaces that accommodate a diversity of learning styles and needs amidst the rich resources the Library offers. Through Ms. Cowell's leadership, the campus was selected by the California Digital Library to be the second of three pilot mass digitization projects. Additionally, she has most recently expanded the University archive through a gift of a historic photo collection, the works of Ruth-Marion Baruch and Pirkle Jones, valued at an estimated \$32 million.

Ms. Cowell provides innovative, positive, forward-focused leadership for the campus libraries, and she continues to take leadership roles at the systemwide level. She has served as vice-chair of the Council of University Librarians (CoUL) steering committee and will be chairing the committee this year.

Ms. Cowell earned her Bachelor of Philosophy in Interdisciplinary Studies from Miami University in Oxford, Ohio and earned a Master of Science in Library and Information Science from the University of Illinois at Urbana-Champaign.

This position will continue to be funded partially or fully with State funds.

**RECOMMENDATION**

The Committee recommends approval of the following items in connection with the market-based salary adjustment for M. Elizabeth Cowell as University Librarian, Santa Cruz campus:

- A. Per policy, a market-based salary adjustment of 8.9 percent, increasing Ms. Cowell’s base salary from \$229,468 to \$250,000 as University Librarian, Santa Cruz campus.
- B. Per policy, continuation of standard pension and health and welfare benefits and standard senior management benefits (including eligibility for senior management life insurance and executive salary continuation for disability after five consecutive years of Senior Management Group service).
- C. Per policy, continued eligibility to participate in the UC Employee Housing Assistance Program, subject to all applicable program requirements.
- D. Per policy, continuation of a monthly contribution to the Senior Management Supplemental Benefit Program because Ms. Cowell retains her current position.
- E. As an exception to policy, this action will be effective retroactively to July 1, 2018.

**COMPARATIVE ANALYSIS**

**Recommended Compensation**

**Effective Date:** July 1, 2018

**Annual Base Salary:** \$250,000

**Target Cash Compensation:\*** \$250,000

**Funding:** Partially or Fully State-Funded

**Current Compensation**

**Title:** University Librarian

**Base Salary:** \$229,468

**Target Cash Compensation:\*** \$229,468

**Funding:** Partially or Fully State-Funded

\* Target Cash Compensation consists of base salary and, if applicable, incentive and/or stipend.

**COMPETITIVE ANALYSIS FOR UNIVERSITY LIBRARIAN  
(MRZ TITLE: UNIVERSITY LIBRARIAN – CAMPUSES WITHOUT HEALTH SERVICES)**

Percentiles	MARKET REFERENCE ZONE FOR BASE SALARY				
	25 <sup>th</sup>	50 <sup>th</sup>	60 <sup>th</sup>	75 <sup>th</sup>	90 <sup>th</sup>
Market Data	\$184.1k	\$213.6k	\$225.4k	\$246.3k	\$292.7k
% Difference	35.8%	17.0%	10.9%	1.5%	-14.6%

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**Survey Sources:** College and University Professional Association (CUPA) Administration Compensation Survey, Western Management Group (WGM) Education Compensation Survey (No incentive data is provided by these survey sources for this position)

The compensation described above shall constitute the University's total commitment until modified by the Regents, the President, or the Chancellor, as applicable under Regents policy, and shall supersede all previous oral and written commitments. Compensation recommendations and final actions will be released to the public as required in accordance with the standard procedures of the Board of Regents.

**Submitted by:           President Napolitano**  
**Reviewed by:           Governance and Compensation Committee Chair Sherman**  
**Office of the President, Systemwide Human Resources**