

# **Negotiated Salary Trial Program University of California, Irvine 2013-14 Report (Year 1) -- January 2015**

The University of California, Irvine is one of three UC campuses<sup>1</sup> selected to participate in a trial general campus compensation plan, titled the Negotiated Salary Trial Program, or NSTP.<sup>2</sup> The Trial Program attempts to replicate and improve upon the results of the Health Sciences Compensation Plan, which has been in place for many years on this campus, and covers faculty in the Health Sciences and School of Medicine.<sup>3</sup>

## *Background and Purpose*

The stated purpose of the NSTP is to help address ongoing faculty recruitment and retention issues.<sup>4</sup> The goal of the pilot program is to determine if allowing faculty to use external funds to supplement their salaries can increase recruitment and retention without negatively impacting their contributions to research, teaching or service.

The NSTP permits ladder-rank faculty with sufficient, eligible external funding, to augment their annual compensation rate by up to 30 percent of their base salary (Negotiated Salary Component, or NSC). Faculty with professorial appointments of 50% or more are eligible to participate, and the negotiated increment is based on the percent of the appointment that is professorial. The Negotiated Salary Component is combined with scale-based salary (SBS), to create the Total UC Salary (TUCS). The TUCS then becomes the applicable rate for determining summer salary pay. The TUCS rate is in effect from July 1 to June 30 of the fiscal year for which participation is sought. Faculty members must apply on an annual basis.

The University only covers 100 percent of benefits (insurance, retirement contributions, etc.) associated with the SBS; NSTP participants are responsible for covering additional incremental benefits costs. In addition, units with participating faculty are required to establish contingency funds to manage unforeseen circumstances, such as loss of funding.

Applicants must be in good standing with regard to all teaching, research, and service obligations. Applicants are also expected to continue to meet graduate support obligations. Applications are vetted at the local level, and funding sources must be verified and on campus prior to June 30 of the fiscal year preceding participation.

## *Process*

The trial began in Spring 2013, and is scheduled to run for five years. The Systemwide Provost provided each participating campus with the June 15, 2012 “DRAFT Implementation Procedures for a Trial Negotiated Salary Program”, a document designed by the NSTP Taskforce as a template which can be adapted to campus needs.<sup>5</sup> Campuses may not make substantive changes (for

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<sup>1</sup> The other two participating campuses are Los Angeles and San Diego.

<sup>2</sup> Information regarding the trial, including corresponding documents, can be found at <http://www.ap.uci.edu/salary/nstp/index.html>.

<sup>3</sup> See Attachment 1, Background Rationale for NSTP/APM 668.

<sup>4</sup> See Attachment 2, Report from Taskforce on a Negotiated Salary Plan for the General Campus to Executive Vice President and Provost Pitts, June 15, 2012.

<sup>5</sup> See Attachment 3, “DRAFT Implementation Procedures for a Trial Negotiated Salary Program.”

example, campuses may not change the eligibility requirements), but campuses have been asked to use terminology that suits their operations.<sup>6</sup>

Following consultation with the Academic Senate, on March 22, 2013, Interim EVC and Provost Sue Bryant transmitted UCI's draft implementation procedures to Provost Dorr for Approval.<sup>7</sup>

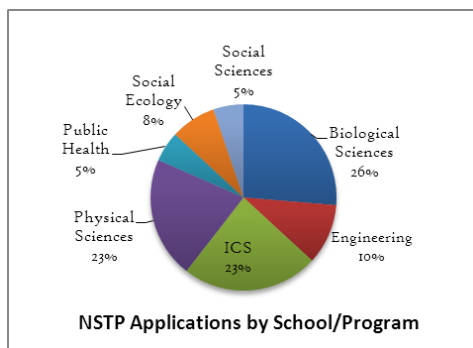
The Vice Provost issued the call to participating Schools/Units in early April 2013. All units were queried regarding their intent to participate in the Trial (the School of Medicine was excluded, as their faculty is covered by the Health Sciences Compensation Plan). All schools and programs except the School of Arts and School of Law expressed a desire to participate. The School of Arts replied directly, while the School of Law did not respond.

### *Data Collection*

The Office of the President, in collaboration with the Academic Senate, has convened a system-wide metrics committee to assist in data collections.<sup>8</sup> The Committee issued an interim report in February 2014,<sup>9</sup> and is expected to issue an amplified first year report in January 2015.

In the first year, data was collected in the following areas: (i) participation rates and participant demographics; (ii) recruitment and retention; (iii) fund sources; and (iv) teaching workload. Data was collected regarding (v) graduate student and other research position support; however, we are concerned that the data does not fully capture the range and scope of supported positions. This report will provide information on what was collected in this fourth area, and will propose an alternative data collection method designed to enhance the quality of the information we collect in the future.

### 1. Participation



The Irvine Campus received a total of 38 NSTP applications from 12 academic departments in the following schools: Biological Sciences (10), Engineering (4), Information and Computer Sciences (9), Physical Sciences (8), Program in Public Health (2), Social Ecology (3), and Social Sciences (2). NSTP participation at UCI was originally projected at ~20, thus exceeding our expectations.

Participants included two (2) Assistant Professors, ten (10) Associate Professors, and twenty-six (26) Professors. Assistant Professors accounted for 5.26 percent of all participants, Associate Professors Accounted for 26.32 percent of all partici-

<sup>6</sup> See Attachment 4, Letter from Provost Dorr to Chancellors and Executive Vice Chancellors, regarding General Campus Negotiated Salary Trial Program, February 5, 2013.

<sup>7</sup> See Attachment 5, Letter from UCI Interim Executive Vice Chancellor & Provost Sue Bryant to Provost Dorr, regarding NSTP Consultation at the Irvine Campus, March 22, 2013.

<sup>8</sup> Ryan Cherland, Assistant Vice Chancellor, Institutional Research is the UCI representative. Other committee members are Susan Carlson, UCOP (Chair), Elizabeth Deakin, UCB, Ari Kelman, UCD, Tom Rice, UCLA, Dan Hare, UCR, and William Hodgkiss, UCSD.

<sup>9</sup> See Attachment 6, Interim Report, General Campus Negotiated Salary Trial Program (NSTP), February 2014.

pants, and Professors accounted for 68.42 percent of all participants, of which 10.53 percent were Professors A/S. In terms of gender, 79 percent of participants were male (38) and 21 percent were female. Participation by Department is detailed in Table 1.

**Headcount of Enrolled Faculty by Divisions/Schools/Colleges and Department, 2013-2014**

School/Division/College	Department Name	Head-count of Enrolled Faculty	% of Total	Total Dept. Faculty	Enrolled Faculty/ Total Department Faculty
Biological Sciences	Developmental & Cell Biology	3	7.9 %	22	13.6%
	Ecology & Evolutionary Biology	3	7.9%	28	10.7%
	Neurobiology & Behavior	4	10.5%	20	20.0%
Engineering	Electrical Engineering & Computer Science	4	10.5%	31	12.9%
Information and Computer Sciences	Computer Science	9	23.7%	37	24.3%
Physical Sciences	Chemistry	2	5.3%	38	5.3%
	Mathematics	3	7.9%	30	10.0%
	Physics And Astronomy	3	7.9%	45	6.7%
Public Health*	Public Health	2	5.3%	10	20.0%
Social Ecology	Criminology Law & Society	2	5.3%	19	10.5%
	Psychology & Social Behavior	1	2.6%	19	5.3%
Social Sciences	Cognitive Science	2	5.3%	23	8.7%
<b>Total</b>		<b>38<sup>10</sup></b>	<b>100.0</b>		

## 2. Recruitment/Retention

Of the 38 NSTP participants, in 2013-14, one department utilized the NSTP as an incentive for a new, mid-year hire. Two schools, Biosciences and Engineering, utilized the NSTP strategically as an incentive in selected recruitments, including language about the program in preliminary offer letters.<sup>11</sup> Seven participating faculty members received retention offers, within the five-year period preceding the start of the trial program (1-2008/08, 1-2010/11, 2-2011/12, 3-2012/13). One participating faculty member received a retention offer, concurrent with the start date of the trial. Additional data should be collected in coming years.

<sup>10</sup> In January 2014, one faculty member left the program due to a change in title, and another faculty member joined the program upon their recruitment and arrival at UCI.

<sup>11</sup> Example:

*Salary: Your annual 9-month salary will be recommended at \*\*\*\*\*. This 9-month salary can be supplemented by up to 3 months of summer salary support from other funds, including your set-up funds. Thus, your maximum possible annual salary could be \*\*\*\*\* (9 mos. + 3 mos). In addition, you may be able to participate in the Negotiated Salary Trial Program (NSTP), which allows for a supplemental negotiated compensation component, up to 30 percent of your base salary, provided that sufficient external funding is available and that all rules and guidelines are followed. (Please note that the NSTP is a trial program only, and may be cancelled after June 30, 2015, at the discretion of the Provost). Additional information regarding the NSTP can be found at <http://www.ap.uci.edu/salary/nstp/index.html>.*

### 3. Funding

NSTP participants in 2013-14 at the Irvine campus drew from the fund sources listed below. National Institutes of Health (NIH) and National Science Foundation (NSF) grants were the predominant sources used. Consistent with the implementation guidelines no faculty used state funds to cover the negotiated salary component (NSC); state funds may be used to cover contingency fund obligations.

#### *Negotiated Salary Component (NSC) Fund Sources*

Federal Grants <sup>12</sup>	Private Gifts	Private Grants and Contracts
Patent Income	Professional Degree Fees	Chancellor's Fellowship

#### *Contingency Fund Sources*

Chancellor's Fellowship	Federal ICR (Indirect Cost Recovery)	Gift Funds
OTT funds (Off-the-top)	Overhead Return	Private Grants
Professional Degree Fees	Start-up Funds	

### **NSTP Salary Increment Source by Fund Type 2013 - 14**

<b>Fund Type</b>	<b>Amount</b>	<b>% of Total</b>
Federal C&G Funds	\$471,098	43.7%
Opportunity Funds	\$181,973	16.9%
Other Allowable Funds	\$11,127	1.0%
Private C&G Funds	\$395,282	36.7%
Self-Supporting and Professional Degree Fees	\$10,923	1.0%
Summer Session Fees	\$7,842	0.7%
<b>Grand Total</b>	<b>\$1,078,245</b>	<b>100.0%</b>

### 4. Teaching Workload

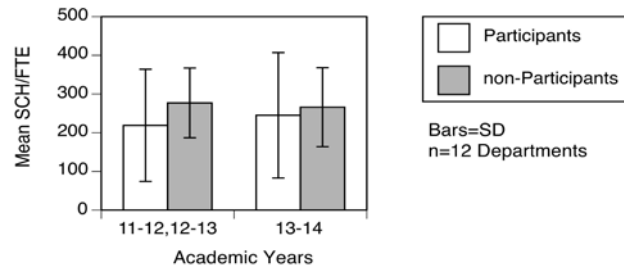
Faculty participating in the NSTP list the courses they are teaching on the application form. The Department Chair is required to confirm that each faculty has fulfilled their teaching requirements commensurate with departmental expectations for their rank/step. Since teaching workload can vary widely between departments and even within a department, the three campus pilot evaluates teaching contributions through analysis of Student Credit Hours (SCH done by the Office of Institutional Research). SCH are calculated by multiplying course enrollments, times the unit-value of a given course. For example, a 4-unit course with 25 students enrolled generates 100 SCH.<sup>13</sup>

<sup>12</sup> Participants utilized a broad range of federal grant resources, including grants from the following agencies: NASA (National Aeronautics and Space Administration); NIH; NSF; DARPA (Defense Advanced Research Projects Agency); IARPA (Intelligence Advanced Research Projects Activity); ONR (Office for Naval Research); ARO (Army Research Office); and DOE (Department of Education).

<sup>13</sup> The system does not necessarily reflect all teaching that takes place within a department/unit. For example, courses are credited to the academic unit that *sponsors* each course according to the official Schedule of Classes

Comparison of SCH for participants and non participants is shown in aggregate in graph below. The means were determined from the 12 departments with participants. The mean SCHs of participants did not decline during the NSTP year (13-14) compared to the previous two years and is similar to the non-participants in 13-14.

**SCH for NSTP Participants/Non-Participants, 2011-12 to 2013-14**



The data forming the basis of this chart is shown below.<sup>14</sup>

	NSTP Participant						
	2 Year Average of Three Quarters Average (2011-12 to 2012-13)		Three Quarters Average 2013-14		Percentage Change		
	Faculty FTE	SCH per Faculty FTE	Faculty FTE	SCH per Faculty FTE	Faculty FTE	SCH per Faculty FTE	
Chemistry	2.0	106.5	2.0	409.0	0.0%	284.2%	
Cognitive Sciences	1.9	215.9	1.5	350.1	-23.3%	62.2%	
Computer Science	8.9	149.9	9.0	195.4	1.2%	30.3%	
Criminology, Law & Society	1.6	265.7	1.8	227.1	13.8%	-14.5%	
Developmental & Cell Biology	3.0	108.7	3.0	101.1	0.0%	-7.0%	
Ecology & Evolutionary Biology	3.0	279.5	3.0	111.1	0.0%	-60.2%	
Electrical Engineering & Computer Science	3.7	230.5	3.7	310.5	0.0%	34.7%	
Mathematics	3.0	221.1	3.0	335.1	0.0%	51.6%	
Neurobiology & Behavior	3.5	618.3	3.2	570.7	-9.7%	-7.7%	
Physics & Astronomy	3.0	64.5	3.0	87.4	0.0%	35.6%	
Psychology & Social Behavior	1.0	307.5	1.0	423.3	0.0%	37.7%	
Public Health	1.5	131.4	2.0	41.0	33.3%	-68.8%	
NSTP Units Overall	36.1	219.3	36.1	245.2	0.1%	11.8%	
Standard Deviation		145.8534		162.9226			
SEM		12.15445		13.57689			

maintained by the Registrar's Office. In addition, graduate courses and seminars are not weighted in the same fashion as undergraduate courses.

<sup>14</sup> Provided by the UCI Office of Institutional Research.

	NSTP non-participant					
	2 Year Average of Three Quarter Average		Three Quarter Average 2013-14		Percentage Change	
	Faculty 3TA FTE	SCH per Faculty FTE	Faculty 3TA FTE	SCH per Faculty FTE	Faculty FTE	SCH per Faculty FTE
Chemistry	35.1	382.3	36.7	337.5	4.5%	-11.7%
Cognitive Sciences	20.5	325.5	22.3	285.6	8.9%	-12.2%
Computer Science	29.3	202.7	27.6	250.0	-5.9%	23.3%
Criminology, Law & Society	17.0	437.4	15.2	469.6	-10.4%	7.4%
Developmental & Cell Biology	18.2	360.4	20.0	327.2	10.1%	-9.2%
Ecology & Evolutionary Biology	25.8	172.2	28.3	136.7	9.7%	-20.6%
Electrical Engineering & Computer Science	26.8	238.5	25.8	231.2	-4.0%	-3.0%
Mathematics	26.7	174.3	28.6	151.9	6.9%	-12.8%
Neurobiology & Behavior	15.0	251.2	15.7	234.1	4.4%	-6.8%
Physics & Astronomy	40.0	227.6	40.2	230.9	0.4%	1.5%
Psychology & Social Behavior	18.1	382.1	17.3	447.6	-4.8%	17.1%
Public Health	7.7	330.1	10.0	237.1	29.5%	-28.2%
NSTP Units Overall	280.3	276.9	287.6	266.2	2.6%	-3.9%
Standard Deviation		90.19931		102.7635		
SEM		7.516609		8.563627		

5. Support for Research Positions, including Graduate Students, Postdocs, etc.

All faculty participating in the NSTP provided information regarding all positions supported by the funding used to cover their NSC, for the year preceding participation and the year of participation. Applicants were asked to provide the following: Employee name, Title Code, Working Title, Percent FTE<sup>15</sup>, Total \$\$ support, and Dates of Support. Data from the first year thus yielded the following representative data sample, taken from a random NSTP application:

*Professor 1*

<b><i>Supported FTE</i></b>					
<b><i>Please list all FTE supported by the above-listed fund sources(s) in <u>FY 2012-13 (year preceding proposed participation in NSTP)</u>. Include all sub-1 and sub-2 academic and non-academic FTE, including but not limited to GSRs, postdocs, staff, etc. Please include entire fiscal year.</i></b>					
<i>Name</i>	<i>Title Code</i>	<i>Working Title</i>	<i>% FTE</i>	<i>Total \$</i>	<i>Dates of Support</i>
<i>PhD Student 1</i>		<i>GSR</i>	<i>50</i>	<i>\$28,317</i>	<i>9/24/12-6/14/13</i>
<i>PhD Student 2</i>		<i>GSR</i>	<i>25</i>	<i>\$958.00</i>	<i>9/24/12-12/31/12</i>

<sup>15</sup> FTE, or full-time equivalent, is a unit that indicates the workload of an employed person (or student) in a way that makes workloads comparable] across various contexts. Thus, for a person who occupies a full time position, for the entire year, she represents an FTE of 1; for a person who occupies a part-time position who only works 50 percent time for the entire year, she represents .5 FTE. Effort is often used interchangeably with this term.

<b>Supported FTE</b>					
<i>List all FTE to be Supported by the above-listed fund sources(s) in <b>FY 2013-14 (year of proposed participation in NSTP)</b>. Include all sub-1 and sub-2 academic and non-academic FTE, including but not limited to GSRs, postdocs, staff, etc. Please include entire fiscal year.</i>					
<i>Name</i>	<i>Title Code</i>	<i>Working Title</i>	<i>% FTE</i>	<i>Total \$</i>	<i>Dates of Support</i>
<i>PhD Student 2</i>		<i>GSR</i>	<i>50</i>	<i>\$28,317</i>	<i>9/24/13-6/14/14</i>

*\*Please explain any staffing reductions below, e.g., graduation, department transfer, funding transferred to another external source. If the reduction is for graduate student support, please describe alternative funding source:*

*Response: PhD Student 1 will graduate in June 2013. PhD Student 2 will continue to be supported under the XYZ grant, fund number xxxxx/yyyyy. In 2013-14, I will be teaching a reduced load due to being on sabbatical for fall 2013 and winter 2014.*

Academic Personnel Office also examined all personnel actions and proposed layoffs for research personnel employed by any faculty member participating in the NSTP to ensure that no employees were unfairly terminated. During the first year of the trial, no NSTP participants attempted to affect off cycle or early termination of lab personnel.

This approach failed to take into account research personnel who may be a vital part of a particular group, but whose funding is not attached to the NSTP participant's funding. Examples of this would be graduate students supported on training grants, TA funds, and/or individual awards. The data was submitted in a word table it is not easy to evaluate/aggregate.

### **Next Steps & Other Areas for Discussion**

We have identified a number of areas in which we hope to improve including, but not limited to:

- Review guidelines for evaluating whether faculty is in “good standing”, establish information needed to make this determination, and establish minimum standards in each area
- Measurement of how information about NSTP is communicated during recruitment process
- Evaluation of how the NSTP affects faculty retentions
- How to reduce administrative burden to units with NSTP participants.
- How to best evaluate impact of NSTP on support of personnel including graduate students

Revisions for coming year should consider asking for:

1. Names of all personnel in your group; their role and percentage time
2. Two years before participation and projected for year of participation

Submission of data in Excel would facilitate ease of evaluation and analysis. For example:

Name	Title	% Effort in 12-13	% Effort in 13-14	% Effort in 15-15
Joe L.	GSR	40	40	0
Jane M.	Postdoc	100	100	0
Jim N.	Postdoc	0	0	100