

UC San Diego  
General Campus Compensation Plan Trial

## **Executive Summary**

### Current Challenges in UC Compensation

The UC system lags behind many of its peer institutions in faculty compensation, and the current budget crisis has increased the University's vulnerability in the academic marketplace. Although an increase in salary scales across the board would be the best solution, state funds will be insufficient now and in the foreseeable future to accomplish that goal.

In the interim, UC San Diego must develop other instruments to prevent the loss of faculty to competing offers from other universities, to address dissatisfaction resulting from a salary scale that lags behind comparable universities, and to successfully recruit outstanding new faculty by offering market-comparable salaries.

Moreover, these instruments cannot rely solely on diminishing state funds to pay for market-driven salaries. Using state funds requires us, in effect, to sacrifice future recruitments in order to pay for current market faculty salaries.

Both the UC rank and step structure and the shared governance peer review process are central to the University's excellence. Any new instrument designed to meet the challenge of uncompetitive salaries must abide by those existing practices. A Plan of negotiated salary increments on the UC San Diego general campus could help us achieve competitive salaries, conserve scarce state funding and, at the same time, retain our existing structure of academic review and promotion.

### Proposed Trial Negotiated Salary Increment Plan

The proposed Trial Negotiated Salary Increment Plan ("the Plan") will introduce a modest, uniformly available mechanism that allows Senate faculty to voluntarily contribute external funding resources toward their total UC salary. The Plan, like the well-established Health Sciences Compensation Plan, will utilize external fund sources to support a portion (the negotiated salary increment) of the total compensation for Senate faculty in the Plan, providing incentives to generate income and rewarding academic merit. The Plan will not place any additional burden on the UC retirement plan.

The Plan will allow Senate faculty in all disciplines and fields of study to negotiate a salary increment when appropriate external funding is available. Although all faculty will not have funding sources necessary to receive a negotiated salary increment, the Plan will benefit *all* faculty by increasing indirect cost recovery funds ("IDC") and reducing reliance on state funds for market-driven salary increments. The Plan will accomplish these aims without negatively affecting any faculty member's base salary guarantees.

The Plan will also provide Senate faculty an additional, valuable mechanism for obtaining a market-based salary without pursuing outside offers. The negotiation process and Plan outcomes will be closely monitored by campus administration and the Academic Senate, including review of all salary proposals by the Committee on Academic Personnel.

### What Will Not Change with Implementation of the Plan

- The Plan is not intended to influence the academic review process and will not affect the likelihood or amount of off-scale salary increases awarded via the academic review process.

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- The traditional UC rank and step system is recognized as essential in promoting fairness and balance in teaching, research, and service responsibilities for all faculty. The Plan will not be considered in future decisions about system base salary increases.
- The faculty member's base salary (scale-based rate plus existing market off-scale) will not be permanently affected as a result of participating in the Plan.
- Participating faculty will be expected to meet all teaching, research and service obligations and to be in compliance with all applicable University policies (including, but not limited to the Faculty Code of Conduct and Conflict of Commitment), procedures, and training requirements.
- Undergraduate, graduate, and postdoctoral education and support remain an essential part of the UC mission. The Plan will not reduce the University's commitment to these essential missions.

Role of the Academic Senate

The UCSD Academic Senate Council and Committee on Academic Personnel (CAP) will advise the Chancellor and Executive Vice Chancellor on the Plan.

CAP will review all proposed salary increments and provide the EVC with recommendations.

The EVC will provide annual reports (described below) to the Academic Senate Council and CAP, intended to help the EVC, Academic Senate and CAP monitor and evaluate the Plan. At the time of decision about continuing the Plan, the Academic Senate and CAP will be asked to provide a recommendation on the Plan's continuation.