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William Jacob
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Chair of the Assembly and the Academic Council
Faculty Representative to the Board of Regents
University of California
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200

December 20, 2013

SUSAN CARLSON, VICE PROVOST
ACADEMIC PERSONNEL
UNIVERSITY OF CALIFORNIA

Re: Proposed revisions to APM 600

Dear Susan:

The Academic Council discussed responses to the systemwide review of proposed revisions to APM 290, 510 and the 600 series. Many of the responses make editorial suggestions for clarity. I have not listed all of these suggestions, but have attached the responses from all nine general campuses, UCAP and UCFW for your review and reference. Council would like to extend its thanks to you for incorporating many of the Senate's suggestions. However, Council was unsure whether some prior Senate comments were considered because sections were omitted without comment, and it requests that in the future, a list be circulated to show what was addressed, what was not, and the rationale, as well as every revised section of the APM. The remainder of this letter highlights issues that several Senate entities raised.

APM 510 – Inter-campus transfers (UCB, UCD, UCI, UCSC, UCAP). Council formally requests a reconsideration of APM 510, including a discussion of its underlying principles and goals. Limiting faculty who are recruited to another UC campus to a promotion of one step artificially constrains competition to the detriment of the UC system as whole. It can also have several perverse effects, including undermining the step system by forcing campuses to offer off-scale salaries, reinforcing existing salary inequities within departments or fields and between campuses, adversely affecting a research program by limiting start-up costs, and providing an incentive for faculty to seek offers outside UC. The UC system should make every effort to retain the very best faculty; self-imposed constraints on the university's ability to do so places it at a disadvantage when competing for faculty nationally. I have enclosed past Senate letters requesting a reconsideration of this issue and proposing revised language. We look forward to working with you to rectify this outdated APM.

APM 662 – Additional Compensation: Additional Teaching. Council members believe that it is premature to encode rules about online instruction in the APM, given that it is unclear whether the workload for an online course is equivalent to that for a face-to-face course (see, especially, UCLA and UCSC). In addition, this section should address the situations of faculty who may have reduced teaching loads (UCI, UCSC, UCAP) and emeriti (UCR). Finally, there is no reason to forbid

compensation for faculty who volunteer to teach extra courses, but to allow it if they are requested to do so (UCR).

APM 666 – Additional Compensation: Honoraria. The proposed changes are too broad and inclusive and must also allow for consistency with current campus practices (UCI). The 10% cap might cause inequities due to differences in faculty salaries (UCR, UCSC).

APM 620 – Limitations on off-scale salaries. Council would like to know whether its concerns about APM 620 have been addressed, as this section was not included in the current review. The removal of these limitations could significantly affect the campuses (UCSC).

APM 290 – Regents' Professors and Regents' Lecturers. Two divisions (UCD, UCSB) suggested the addition of fields of study to the list of areas of achievement that qualify for these positions.

APM 650 – Salary Administration: Technical Assistance Projects. Some concern was expressed that the restriction on the pay levels for technical assistants would decrease the competitiveness of some campuses and that flexibility should be employed to determine the appropriate salary rate (UCR, UCSB, UCSC).

Thank you for the opportunity to opine again on the revised proposal. Please do not hesitate to contact me with any questions.

Sincerely,

Bill Jacob

Bill Jacob, Chair
Academic Council

Cc: Academic Council
Martha Winnacker, Senate Executive Director

ACADEMIC SENATE
BERKELEY
320 STEPHENS HALL
UNIVERSITY OF CALIFORNIA

November 20, 2013

WILLIAM JACOB
Chair, Academic Council

Subject: Final review of proposed revision to APM 600

Dear Bill,

On November 18, 2013, the Divisional Council (DIVCO) of the Berkeley Division considered the proposed revisions to APM 600, and related provisions on salary administration, informed by commentary from our divisional committees on Budget and Interdepartmental Relations, and Faculty Welfare. In our response to the initial review (AY2012-13), we called for a wider discussion of the goals and principles that underlie APM 510, related to inter-campus transfer. We are disappointed that UCOP has not taken this opportunity to seriously consider this issue.

We underscore the arguments made by our divisional Committee on Faculty Welfare, which are appended in their entirety.

Sincerely,

Elizabeth Deakin

Elizabeth Deakin
Chair, Berkeley Division of the Academic Senate
Professor of City and Regional Planning

Encl.

Cc: Eric Talley, Chair, Committee on Budget and Interdepartmental Relations
Calvin Moore, Chair, Committee on Faculty Welfare
Aimee Larsen, Manager, Committee on Budget and Interdepartmental Relations

April 23, 2013

DIVISION CHAIR MASLACH:

RE: FWEL Review of APM 600

Dear Christina;

The Faculty Welfare Committee offers the following comments on the packet of APM sections concerning salary administration. Our comments are confined to one section here, namely section 510, which concerns inter-campus recruiting. This new packet of revisions essentially reproduces the current section 510, so our objections apply to both the current provisions of 510 and of course to the provisions in 510 this new packet.

Section 510 limits the salary that a campus may offer to a faculty member on another campus to a one step increment or the equivalent of one step in salary if off-scale salaries are used. It also limits the dollar amount of start-up cost that can be offered as an incentive to move. UC is of course one university, but the provisions of this APM section reflect a one-university concept that is outdated, outmoded, and far too comprehensive. We of course have a single Academic Personnel Manual, but it is largely procedural. The evaluation of faculty takes place on individual campuses beginning with judgments made in the department, and then to judgments by deans, by campus committees, and finally by the Provost and Chancellor of the campus. The status and needs of specific academic program for a particular faculty member enter into the evaluation, and the setting of salary and step are influenced by how the potential faculty member would compare with other faculty and how he/she would fit into the existing unit. In short there are a myriad of factors arising from particular campus circumstances that influence and shape the outcome of any review. Given these differences, It would be amazing if review processes on different campus would always come out to agree to within one step, and this one step restriction is artificial and simply unrealistic. Moreover, the limits on start-up costs could inflict real harm by limiting the effectiveness of the recruited faculty member's research and teaching program on the new campus.

Finally, a candidate for intercampus recruitment has an easy way out of the restrictions in APM 510 by seeing to it that an offer from outside the university appears, in which case the provisions of APM 510 are waived. Any policy that encourages faculty to solicit outside offers just to achieve, an inter-campus transfer, is self-defeating as UC may end up losing a valued faculty member.

We recommend that inter-campus recruitment offers be treated the same way as recruitment offers from outside the university. This would require a rethinking of APM 510 and removal of the restrictions contained in it.

Sincerely,

Calvin C. Moore
Chair FWEL

cc: FWEL members
Director Green Rush

December 10, 2013

WILLIAM JACOB
Academic Council Chair
University of California

RE: Davis Division Response: APM 600 Revisions

The proposal was forwarded to all Davis Division of the Academic Senate standing committees and Faculty Executive Committees from the Schools and Colleges. Detailed responses were received from the committee of Affirmative Action & Diversity, and the Committee on Academic Personnel – Oversight.

Affirmative Action & Diversity recommends the following revision to the definition of Regent's Professor:

Page 2 (290-4a)
"The Regents' Professor's achievements in agriculture, banking, commerce, engineering, industry, labor, law, medicine, **policy, human rights** or any other non-academic field in the **humanities**, arts, sciences or professions are equivalent to those on which appointments to regular University professorships are based."

Page 3 (b Regent's Lecturer)
"The Regents' Lecturer's achievements in agriculture, banking, commerce, engineering, industry, labor, law, medicine, **policy**, **human rights** or any other non-academic field in the **humanities**, arts, sciences or professions are equivalent to those on which appointments to regular University lectureships are based."

Committee on Academic Personnel
"The Committee on Academic Personnel (CAP) has reviewed the documents pertaining to the second round of revisions to APM 600. Those sections previously of most concern to CAP are 510-18-c, d and h. We are perplexed to note that none of these sections is included in the materials now circulating, in either redlined or 'final' form. Thus, we are unable to offer any comment. We reiterate, however, our previous – Oversight (CAPOC) reiterates their concern about barrier steps and about the role of Senate approval in promotions and advancements." Included with the proposed changes to APM 600 were draft changes to APM 510, RECRUITMENT – Intercampus Transfer. CAPOC notes that these previously addressed concerns are not in the materials now circulating in either draft or final form. CAPOC finds in Section 510-18, "Rank, Step and Salary," policies that directly affect CAPOC's function. CAPOC has recommended clarifying the following sections:

510-18-c.: "The recruiting campus may offer advancement and/or a salary increase of no more than one step, or the equivalent of one step, above the transferee's current salary. If the transferee's current salary is an off-scale salary, the recruiting campus may offer the next higher step along with the same off-scale dollar amount."

The statement that "the recruiting campus may offer the next higher step," could refer to the salary equivalent of a step, not necessarily the actual professorial step, or it could refer to a professorial merit step, in which case CAP would review the appointment. Furthermore, if the recruited faculty member were at a barrier step, e.g., Professor V or Professor IX, this section requires clarification concerning the review process for proposed advancement to Professor VI or Above Scale.

510-18-d.: "An offer which includes a promotion is permitted if the advancement and salary increase conform to the requirements set forth in this policy." This statement would include section 510-18-f.: "In response to the offer, the home campus may counter-offer a rank, step and/or salary equivalent to that of the recruiting campus."

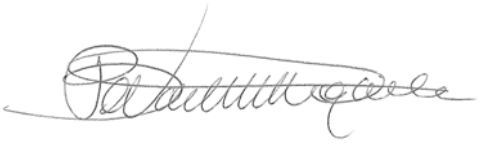
Taken together, the two sections could imply that a candidate can be promoted and advanced in rank without the review and approval of CAPOC on either the home or recruiting campus, thereby bypassing the requirement for such review set forth in APM-220-I. Please clarify to limit this interpretation.

510-18-h.: "If the home campus review results in a salary increase and/or advancement, the recruiting campus may offer a salary, rank and step equivalent to the increase even if the increase is more than one step above the salary at the time of the initial recruitment record."

This statement specifies that the salary may be more than one step above that at the initiation of the recruitment, but does not indicate that the rank and step might be more than one step higher.

We recommend revising the above sections to clarify their intent and avoid future confusion of misinterpretations before moving the proposed revisions forward.

Sincerely,



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

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November 22, 2013

William Jacob, Chair, Academic Council
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200

RE: Systemwide Review of Proposed APM-290 Regents' Professors and Regents' Lecturers; APM-510, Intercampus Transfers; and the APM-600 Series: Salary Administration

At its meeting of November 19, 2013, the Irvine Divisional Academic Senate reviewed the proposed revisions to APM-290, 510, and 600. The re-review was suggested in response to campus concerns related to the original review of updates submitted in Spring 2013. The following Councils commented on the proposal and suggested the following modifications.

Council on Faculty Welfare, Diversity, and Academic Freedom (CFW)

The Council on Faculty Welfare, Diversity, and Academic Freedom (CFW) reviewed the proposed revisions and suggested the following:

- *Addition of Link to Sabbatical Section:* In Section 510-16.d. Effect of Sabbatical Leave on Transfer Date, members noted faculty unfamiliar with the Academic Personnel Manual may be unaware of a separate section of the APM covering sabbatical and credits. Therefore the Council suggests including a link in this section to the APM that covers sabbaticals.
- *One Step Restriction for Recruiting Campus:* The Council recommends the salary and intra-campus constraints be removed. Section 510-18.c. limits the recruiting campus to offering no more than one step above the transferee's current step and salary. Although CFW members are aware of the historical context of this restriction, they feel it is no longer relevant and places not only the recruiting campus but also the UC system at a huge disadvantage when competing with schools outside the system.

Council on Academic Personnel (CAP)

Council on Academic Personnel reviewed the proposed revisions to the APM and raised no objections, excepted as noted below:

- APM-510, *Intercampus Transfers*. The deletion of the word "or" in the last paragraph of 510-16 a. *Transfer of Research*, changes the meaning to apply only to

equipment. Do the two relevant Chancellors need to approve transfer of a contract or a grant and are these checked to ensure accordance with the rules of the University and the granting agency?

- APM-662, *Additional Compensation: Additional Teaching*. There was no response to last year's concern that faculty are required to teach full departmental loads (even if they normally teach less) before being eligible for additional non-summer teaching compensation. From our perspective, this is a disincentive for faculty (especially distinguished faculty who may have reduced loads) to take on additional teaching.
- APM-666, *Additional Compensation: Honoraria*. The cover memo from Vice Provost Carlson explains changes were made to formalize current campus practice and to add flexibility to allow the chancellor make exceptions. In our opinion, the proposed change in Section 666-16, *Restrictions*, is too broad and inclusive. The proposed phrase "Academic appointees should not receive…" is not sufficiently prohibitive regarding compensation for activities relating to departmental personnel actions, *ad hoc* committees, and service on thesis committees. We recommend moving "service on *certain* campus and systemwide committees" to a second sentence and adding language that gives chancellors flexibility to be consistent with current campus practice (e.g., service on IRB, Chairs of Senate Councils, CAP, among others).
- The footer in each of these policies should retain the abbreviation, "Rev.", as a historical reference. This clarifies that the policies existed before and were revised in 2013.

The Irvine Division appreciates the opportunity to comment.

Peter Krapp, Senate Chair

C: Martha Kendall Winnacker, Executive Director, Academic Senate

November 25, 2013

William Jacob
Chair, UC Academic Council

RE: Proposed Changes to APM 600

Dear Bill,

Thank you for the opportunity to review the proposed changes to APM 600 (and others). Upon receipt of the proposal, I asked the Faculty Executive Committees, the Faculty Welfare Committee, and the Council on Planning and Budget to review (see hyperlink). UCLA had three primary concerns when we first reviewed the proposal last academic year.

- Concerning **APM 661**, the new modification speaks to our previously articulated recommendation that it should be revised to accommodate faculty being paid at the rate in effect at the time of teaching." Please extend our thanks for the inclusion of this revision.

- Regarding **APM 662-17.bii**, our original concern had to do with the incongruence of the proposal with Senate Regulation 760, which assigns unit values to courses based on hours of student effort, not podium hours per week. The current revisions speak to that but would be improved by inserting the word "student" as follows "For fully online courses, hours will ordinarily be determined under the assumption that online courses require *student* workloads equivalent to the same or similar in-person course formats."

  However, more serious concerns were raised by The College FEC and the Graduate School of Education and Information Studies FEC that such changes are both premature and should not be made in isolation. The Executive Board was persuaded by their points of view and therefore objects to modifying the APM as it regards online instruction. Online instruction at UC is both diverse and nascent; we have yet to establish policies governing online education. Although this revision could be seen as a first attempt to do so, we think it is crucial to wait and develop policies with the practices and pedagogy of online instruction specifically in mind (and not let policy be driven by UC Path). The College FEC noted, for example, that "absent face-to-face interaction, it may take more time for an instructor to assess student comprehension, to understand sources of confusions, and to prompt and guide students in their own understanding of the material. Some members felt the current changes appear conservative and errantly equate instructional hours for online courses in the same way as instructional hours for in-person or hybrid courses." In reality, the development of some online courses may require the same amount of effort in developing and publishing a textbook.

- As it pertains to proposed revisions to **APM 664**, we previously objected that "members were concerned that there is no limit indicated for consulting on University projects. It is not clear why this particular category of additional compensation is exempt from limits when every other category of additional compensation states clear limits. It is also not clear how such consulting appointments are made." However, we could not locate a revised version of APM 664 in the second draft sent for review. We renew our previously raised concerns.

This review also raised new concerns which have been identified since the last vetting. Those include the following:

- The phrase "Indexed Compensation Level" is used in **APM 510-18(B)**, but without definition or further clarification. This should be addressed.

- We recommend a revision of the sentence in **661-16(B)**, which reads "Compensation for fiscal-year appointees may not exceed one-twelfth per month of the annual salary." We believe the intention is to permit one-twelfth of the annual salary *per month of teaching*.

  Moreover, it was noted by the College FEC "that setting a maximum amount of compensation for summer 'teaching', as the proposed changes do, focuses exclusively on non-field-based teaching and does not recognize that summer session 'teaching' is not always confined to the classroom. For example, there are faculty in the College who teach field-based summer courses where they supervise and are present with students for an extended period of time (e.g. field work)." We recommend language for properly compensating faculty who exceed the typical number of contact hours with students.

Very Sincerely,

Jan Reiff
Chair, UCLA Academic Senate

CC: Martha Kendall Winnacker, Executive Director, Academic Senate
Jaime Balboa, CAO, UCLA Academic Senate
Linda Mohr, Interim CAO-designate, UCLA Academic Senate

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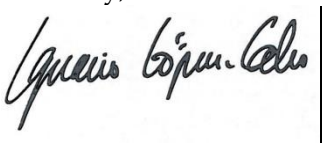
November 25, 2013

Academic Council Chair William Jacob

Re: Review of APM 600

The Merced Division reviewed the proposal policy revisions to APM 600 and received no objections or comments from Division Standing Committees.

Sincerely,



Ignacio López-Calvo, Chair
Division Council

CC: Division Council
Senate Office

UNIVERSITY OF CALIFORNIA, RIVERSIDE

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CHAIR, ACADEMIC SENATE
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JOSE WUDKA
PROFESSOR OF PHYSICS AND ASTRONOMY
RIVERSIDE, CA 92521-0217
TEL: (951) 827-5538
E-MAIL: JOSE.WUDKA@UCR.EDU

November 27, 2013

William Jacob, Chair, Academic Council
1111 Franklin Street, 12th Floor
Oakland, CA 94607-5200

Dear Bill:

RE: Final Systemwide Review of Proposed Revised Academic Personnel Manual Section IV, Salary Administration (APM – 600 Series)

Dear Bill,

Several committees of the Riverside Division opined on the proposed changes to the various section of the APM under consideration. The following is a summary of the recommendations and concerns:

APM 510: Section 16.d merits a clarification as to which campus covers the sabbatical leave for cases where a faculty member takes leave at another UC campus. In section 18 step c is unnecessary and conflicts with step g

APM 650: there is a concern that the restriction on the pay levels for technical assistants would decrease the competitiveness of the campus

APM 661: we suggest that the calculation in section 16.b be maintained using $1/11^{th}$ of the yearly salary instead of $1/12^{th}$ as the first more accurately reflects the monthly salary. In addition the language under "Health Sciences Compensation Plan" is unclear and incomplete as there are other paths for earning additional salary.

APM 662: Section 8 should address teaching by emeriti. In Section 16.b there is no reason to forbid compensation for faculty who volunteer to teach extra courses, but to allow it if they are requested to do so In section 17.i it is unclear why the podium hours are instead of credit hours

APM 666: there is concern that the 10% cap might cause inequities due to difference in salaries of the affected faculty. The proposed language would restrict issuing honoraria to undergraduate program reviewers in the home campus, which is not an issue at UCR, but

might be so at other campuses. In addition (sect. 24.b) the requirement that the chancellor notify the campus may present an unwarranted burden. Finally, there was a concern that faculty may put receiving honoraria as a condition for visiting other UC campuses

Sincerely yours,
Jose Wudka
Professor of Physics & Astronomy and Chair of the Riverside Division

CC: Martha Kendall Winnacker, Executive Director of the Academic Senate
Cynthia Palmer, Director of UCR Academic Senate office

UC RIVERSIDE | Academic Senate

COMMITTEE ON ACADEMIC PERSONNEL

November 18, 2013

To: Jose Wudka, Chair
Riverside Division of the Academic Senate

From: George Haggerty, Chair
Committee on Academic Personnel

Re: Systemwide Review of Proposed Revisions to the Academic Personnel Manual 600 series

On November 18, 2013, CAP voted unanimously to approve the proposed changes the APM 600 series and has no further recommendations (+10-0-0).

UNIVERSITY OF CALIFORNIA UCRIVERSIDE | Academic Senate

COMMITTEE ON DIVERSITY & EQUAL OPPORTUNITY

November 20, 2013

To: Jose Wudka, Chair
Riverside Division of the Academic Senate

From: Zhenbiao Yang, Chair
Committee on Diversity & Equal Opportunity

Re: Systemwide Review of Proposed Revisions to the Academic Personnel Manual 600 series

The Committee on Diversity and Equal Opportunity reviewed the proposed changes to the APM sections 290, 510, 650, 661, 662, 666 and expressed the following concerns:

APM – 650, Technical Assistants Projects

- The committee suggests more flexibility should be allowed for pay levels on technical assistants projects to keep UCR competitive.

APM – 661, Additional Compensation: Summer Session Teaching

- The committee has concerns with the change in compensation from 1/11th to 1/12th in section 661-16.b. The new language places inequities on the amount two faculty of the same standing can earn if they both complete an equal amount of teaching during a summer session.

- To ensure policies are being applied equitably, the committee suggests that section 661-18-a be changed to add "each campus shall determine the formula by which pay is calculated *and post at the campus level*"

APM – 666, Additional Compensation; Honoraria

- The committee would like express concern that the 10% annual additional compensation threshold seems unfair due to the variances in salary levels.

UC RIVERSIDE | UNIVERSITY OF CALIFORNIA | Academic Senate

November 18, 2013

To: Jose Wudka, Chair
Riverside Division

Fr: Ward Beyermann, Chair
Committee on Educational Policy

Re: Systemwide Review of Revisions to APM 600

The proposed changes to APM 600 were sent to the members of Educational Policy for feedback. The limited response was neutral with one concern regarding a potential impact on CEP's practice of issuing honoraria to external undergraduate program reviewers. However, Section 666-8A does allow honoraria for reviewers, provided the review is not on their home campus, and this is always the circumstance when CEP issues honoraria.

UC RIVERSIDE | Academic Senate

COMMITTEE ON FACULTY WELFARE

November 19, 2013

To: Jose Wudka, Chair
Riverside Division of the Academic Senate

From: Georgia Warnke, Chair
Committee on Faculty Welfare

Re: Systemwide Review of Proposed Revisions to the Academic Personnel Manual 600 series

At its November 14th meeting, the Committee on Faculty Welfare reviewed the proposed changes to the APM sections 290, 510, 650, 661, 662, 666 and recommends the following:

APM – 510, Intercampus Transfers

- The committee would like clarification on section 510-16-d regarding which campus pays out the sabbatical leave if it is accumulated at one campus and then the faculty member returns to service at another UC campus.
- In section 510-18, the insertion of step C adds an unnecessary step and directly conflicts with step G.

APM – 661, Additional Compensation: Summer Session Teaching

- The committee has concerns with the change in compensation from 1/11th to 1/12th in section 661-16-b. The wording "one-twelfth per month of the annual salary" versus "one-eleventh of the annual salary" is unclear.

APM – 662, Additional Compensation: Additional Teaching

- The committee has concerns with section 662-8 as it does not address the teaching contributions made by emeriti faculty.
- The committee would like clarification regarding section 662-16-b. It is unclear why faculty cannot be compensated if they volunteer to take on an extra course whereas they can be compensated if someone else asks them to take on the extra course.
- The committee would like clarification on section 662-17-I regarding why podium hours are used in place of credit hours.

APM – 666, Additional Compensation; Honoraria

- Section 666-24-b states "the Chancellor of the sponsoring campus must notify the home campus of the activity in advance of the activity being performed". The committee felt the provision that the Chancellor be involved is unduly burdensome.

UC RIVERSIDE | UNIVERSITY OF CALIFORNIA | Academic Senate

November 22, 2013

TO: Jose Wudka, Chair
Riverside Division

FR: Lynda Bell, Chair
Graduate Council

Lynda S. Bell

RE: Systemwide Review of Proposed Revisions to the Academic Personnel Manual – APM 600

The Graduate Council discussed the proposed revisions to the APM at their November 21, 2013 meeting.

The language used in APM 661 regarding the possibility of additional salary for medical school faculty (under the Health Science Compensation Plan) to teach in the Summer is not clear and does not completely address all ways in which additional salary can be earned.

Graduate Council was concerned about APM 666 that allows payment of honoraria to UC faculty when they visit other UC campuses (or even on occasion, when they perform additional duties on their home campuses). Graduate Council worries that some faculty may request high honoraria payments in order to visit another campus, amounts greater than some UC campuses can afford. Graduate Council urges that suggestive language be added to APM 666 that says UC faculty should not take the offering of an honorarium as a condition of their acceptance to speak or visit another UC campus.

UNIVERSITY OF CALIFORNIA UCRIVERSIDE | Academic Senate

COMMITTEE ON RULES AND JURISDICTION

November 19, 2013

To: Jose Wudka, Chair
Riverside Division of the Academic Senate

From: Ziv Ran, Chair
Committee on Rules & Jurisdiction

Re: Systemwide Review of Proposed Revisions to the Academic Personnel Manual 600 series

The Committee on Rules and Jurisdiction has considered, but has no comments to offer on the numerous editorial and organizational changes found in the current round of changes to APM 290, 510, 650, 661, 662, and 666.

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Kum-Kum Bhavnani, Chair
Deborah Karoff, Executive Director

November 22, 2013

William Jacob, Chair
Academic Senate

Re: APM 600, Systemwide Review

Dear Bill,

On the UCSB campus, all Council and Committees were provided the opportunity to review the latest version of APM 600. The Council on Planning and Budget (CPB) and the Committee on International Education (CIE) provided substantive comments; most groups declined to opine.

The Council on Planning and Budget suggests clarifying language for the following sections:

- Section 510-2: This section involves the transfer of research/equipment from one campus to another, and requires that "the matter must be discussed at the earliest possible opportunity with the contract and grant administrator on the recruiting campus." CPB wonders if this should not read "departing campus" instead of "recruiting campus."

- Section 510-10: In this section about start-up costs, CPB suggests deleting the phrase "faculty in the laboratory sciences" and believes it may be a mistake.

The Committee on International Education (CIE) would like to comment on the following sections:

- For APM 290, it was noted that Regents Professors and Regents Lecturers should also include international scholars (at least there does not appear to be any prohibition therein). The committee suggests that to the list of Regents' Lecturer's achievements in agriculture, labor, law, medicine, should be added: international education.

- Regarding section 650-18.a.2 (Salary Administration – Technical Assistance Projects), CIE notes that knowledge of local laws and the community (including cost-of-living) is important in determining the appropriate salary rate. The committee notes the importance of keeping current information about salary levels and labor laws in countries where UC is operating.

Thank you for the opportunity to comment.

Sincerely,

Kum-Kum Bhanvani, Chair
Santa Barbara Division

UNIVERSITY OF CALIFORNIA, SANTA CRUZ

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125 CLARK KERR HALL
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December 9, 2013

William Jacob, Chair
Academic Council

Re: Systemwide Final Review of APM 600

Dear Bill,

The UC Santa Cruz Division has reviewed and discussed the proposed revised APM 600 Series: Salary Administration. Our committees on Faculty Welfare (CFW), Research (COR), Planning and Budget (CPB), and Privilege and Tenure (P&T) provided comments. The committees were universal in noting that APM 620-16 Limitations on Off-Scale Salary was not included in the current revised policy draft, and expressed concern about specific definitions and assumptions of online courses, and potential problems with recruitment due to the inconsistency between UC salary scales.

It is not clear why APM 620-16 Limitations on Off-Scale Salaries was not included in the revised draft for review. In fact, several sections for which P&T commented on in May 2013 have been omitted from the current review packet, without which it is not possible to determine whether or not our initial queries and concerns have been addressed. The reader is left to wonder whether APM 620-16 was left out intentionally as the proposal to remove limitations on off-scale salary from the Academic Personnel Manual (APM), or if it was not included merely because it has not been heavily edited since the last review. For an appropriate review, UCSC feels strongly that campuses must receive a full review packet that includes every revised section of the APM. The Committee on Privilege and Tenure (P&T) provided substantive comments on draft, which are attached to this letter.

Removal of these limitations could have large scale and unknown effects for the UC Santa Cruz campus. If the intention is to remove systemwide limitations on off-scale salaries, the UC Santa Cruz Division recommends that this intention be publicized widely so that individual campuses may consider the possible implications for their campus.

With regards to online courses, APM 662-17 ii Limitations on Time offers a convenient but somewhat arbitrary definition of a fully online course as essentially equivalent in workload to a more traditional "in-person" course. As UC campuses have only relatively recently begun to develop and offer online courses, it seems too soon to assume such a definition. An alternative to the proposed definition is to continue allowing chairs and chancellors to exercise their discretion in determining the weight placed on an online course when calculating a faculty member's workload until online course practices have become more standardized and there has been a study of the labor demands of online courses and their broader implications.

Additionally, there is a general concern that the inconsistency between UC salary scales may make it more difficult for individual faculty members to benefit from salary increases with

intercampus transfers if they come from campuses on the lower end of salary scales. The same unevenness may make it difficult for the campuses with lower salaries in negotiations and recruitments (APM 650-22).

Sincerely,

/s/

Joseph P. Konopelski, Chair
Academic Senate
Santa Cruz Division

Enclosure

cc: Pamela Peterson, Associate Vice Chancellor
Christina Ravelo, Chair, Committee on Academic Personnel
Barry Bowman, Chair, Committee on Faculty Welfare
Judith Habicht-Mauche, Chair, Committee on Research
Daniel Friedman, Chair, Committee on Planning and Budget
Gina Dent, Chair, Committee on Privilege and Tenure

November 15, 2013

Joe Konopelski
Chair, Academic Senate

Re: Systemwide Final Review of APM 600

Dear Joe,

The Committee on Privilege and Tenure (P&T) appreciates the opportunity to review this more clearly edited draft of revisions to APM 290, 510, 650, 661, 662, and 666. However, the review packet is incomplete for of two reasons. First, although as per the agreement between Vice Provost Carlson and Academic Council, APM sections for which the Senate did not submit any comments need not have been recirculated, such sections (if any) should have been provided to us for information to allow us to check for inconsistencies. Second, several sections for which we did submit comments have been omitted from this packet. These include APM 620 for which we requested justification for some proposed changes, without which it was not possible to comment; there are other places where we are unable to determine whether or not our queries and concerns have been addressed (see below especially with regard to APM 662-9 and APM 664). We feel strongly that we must receive a full package that includes every revised section of the APM.

As for what we were given thus far to review, we find this draft to be more consistent throughout and responsive to many of the concerns raised last year. Our detailed notes and comments on items small and larger appear below.

Among the more interesting items to consider, there is a concern that the inconsistency between UC salary scales may make it more difficult for individual faculty members to benefit from salary increases with intercampus transfers if they come from campuses on the lower end of salary scales. The same unevenness may make it difficult for the lower-paying campuses in negotiations and recruitments (see 650-22). There is also a suggestion that some faculty are not teaching full department loads for reasons other than less than 100% appointments or accommodations because of service duties and would be required to add more courses to their normal loads to allow them the privilege of additional compensation for summer teaching (APM 662-2 and 662-24-b). We are not sure to whom this policy refers.

The above are concerns about implications but do not result from internal inconsistencies in the draft. We therefore enclose our comments and suggested edits but await the delivery of any

other amended sections or a statement that no such changes have been made elsewhere to the APM.

Sincerely,

Gina Dent, Chair
Committee of Privilege & Tenure

cc: Christina Ravelo, Chair, Committee on Academic Personnel
Daniel Friedman, Chair, Committee on Planning & Budget
Judith Habicht-Mauche, Chair, Committee on Research
Barry Bowman, Chair, Committee on Faculty Welfare

Enclosure: Attachment to P&T's 11/15/13 Response to the Systemwide Final Review of Proposed Revisions to APM 600

Attachment to P&T's 11/15/13 Letter of Response to the Systemwide Final Review of Proposed Revisions to APM 600

Detailed Notes:

For APM 290-4 and 290-8, we assume that these Regents' Lecturers and Professors could also be appointed for two quarters, but the language says "a semester/quarter or an academic year."

APM 290 speaks of "Regents' Professors" and "Regents' Lecturers." For previously existing categories, OP has mandated the use of the terms Regents Scholars (without the apostrophe). APM 290 is more grammatically correct, but this change should be made consistent across the different usages.

APM 510-16-b. Although the justification provided is clear, the wording is not. It would be simpler to say that "for academic administrators with an underlying Senate faculty appointment, this policy only applies to the underlying appointment and not to the additional administrative compensation." And even the justification is incomplete: it only applies to deans, whereas the policy applies to all academic administrators (such as the VPAA).

510-18-c restricts advancement and/or a salary increase to no more than one step, or the equivalent of one step above the transferee's current step and salary. This policy appears to presume that the step-based salary scale is consistent across the UC, but it is not. This puts lower-paying campuses (such as UCSC) at a disadvantage in retention or recruitment negotiations.

650-18-a-3. Proofread for period not comma in "e.g."

650-22. This assumes that salary would decrease because of reduced teaching responsibilities, rather than an approved leave or reduced appointment—which would also potentially trigger compensation to the department. This is unclear in its implications.

661. Why is a "conversion ratio" of 6 hours per day applied? This does not translate into a practical understanding of the number of contact hours. Why are fiscal appointees with more than half-time appointments ineligible?

661-14-c. Why is there a discussion about reducing time for outside professional activities? This should be in APM 662. The contrast between the reduction in time in 661-14.c and the increase in time in 661-14.d is confusing; "percentage of appointment" means different things in these two sections.

We believe it would be cleaner to say:

1. All concurrent sources of summer compensation from University sources cannot add up to more than a full-time salary (e.g. 1/9 the yearly salary for a full time academic appointee, or 1/12 the yearly salary for a full-time fiscal year appointee).
2. A full-time fiscal year appointee must obtain a temporary reduction in percentage of their primary appointment or use vacation time, at the rate of 20 days for every 1/12 of their yearly

salary that they earn from summer session teaching, regardless of how many contact hours are required to earn this amount.

3. A part-time fiscal year appointee may either obtain a temporary increase in the percentage of their total appointment or use one of the methods available to full-time fiscal year appointees. (Fiscal year faculty appointed less than 50 percent time in a Health Sciences Compensation Plan school cannot increase their percentage of appointment to greater than 50 percent.) In calculating the amount of reduction/increase in time or vacation time required, the same principle will be applied as in item 2: additional summer session teaching compensation equivalent to 1/12 of full-time yearly salary will count as one month's effort.

661-16-b. Language could be clarified: "Compensation for fiscal-year appointees may not exceed one-twelfth per month of the annual salary." Suggested: "…one-twelfth of the annual salary for each month of the summer appointment" if that is the intended meaning.

661-18-b. Does this mean that salary increases that go into effect for July 1 could create two different compensation levels within the same summer appointment period?

661-18-c. Is creating a responsibility for reporting from appointee to home campus chair the most efficient means of enforcing compliance with compensation limits?

662-2. It is unclear to which arrangements the phrase "even if he or she normally teaches less" would refer. We assume that a teaching load for a 100% appointment would be consistent within a department and would only be affected by reductions in percentage of appointment time or by compensation for service or other activities. In those instances, it seems to penalize the faculty member to impose further responsibilities as a condition for summer teaching compensation. If there are other arrangements suggested here, these should be clarified. Section 662-24-b mentions service as chair, for example, and requires written approval as an exception to policy. Given that these faculty are performing 100% of their duties, treating additional teaching compensation as exceptional here is troubling (though we note this language was already in unrevised policy).

662-8. What is the purpose of distinguishing between matriculated and non-matriculated students here? One member found the current version in APM 662, Appendix B-1 (3) more clear.

662-9. This new entry in 662 seems to be consistent with APM-025, but, see P&T's May 3, 2013 letter to Joe Konopelski (point c) raising a question about what was proposed for APM 664 last year and the problem of distinguishing teaching negatively from consulting. Has this concern been addressed elsewhere (for example in APM 664)? Also, the editing note to this section suggests that this section of the policy applies to faculty members already compensated at the maximum (three-ninths) for teaching, but the draft policy is more ambiguous ("Faculty receiving summer compensation"). This should be clarified. And the mention to summer session is confusing. (See also our comments below regarding APM 662-17.)

662-14. Implementing Procedures refers to one specific policy? Suggested deletion "for information on the Plan."

662-17. Suggest removing "The following time limits apply" for clarity.

662-17-a. Seems to conflict with the fact that a part-time fiscal year faculty member can teach during the summer (APM 661) without using APM-025 time. It would be much simpler to say: A faculty member who wishes to engage in additional teaching as described in APM 662-3 must do so either by using one of the options listed in APM 661, or by treating it as a Category II outside activity as described in APM-025, with all the conditions that apply therein.

Also, there is no limit on compensation that can be paid to someone for APM 662 teaching, because "outside activities" have no limit. If this is not intentional, 662-17.b should be replaced by a calculation of days spent in terms of salary earned, as in APM 661, and 662-24.c should be deleted.

662-24. The opening clause ("Exceptions to the time…") does not match grammatically or logically with some of the subordinate items.

662-24-b. We do not see justification for APM 662-24.b. When a department chair has their teaching responsibilities reduced, it is because they are engaged in other activity. They are still assumed to be working full-time, and are in the same situation as a regular faculty member working full-time on usual duties. (Likewise, APM 662-24.a is not new, but we do not see the justificaton.)

666-18-b. What is the basis for the limit of 10% of base salary for total compensation for all activities?

APM 666-24.b: Who is eligible to receive honoraria? How will the home campus confirm eligibility? There is no other language in 666 re: eligibility.

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December 9, 2013

Professor William Jacob
Chair, Academic Council
University of California
1111 Franklin Street, 12th Floor
Oakland, California 94607-5200

Subject: Proposed Revisions to APM 600, Section IV, Salary Administration

Dear Professor Jacob,

The proposed revisions to APM 600 were sent to the appropriate Divisional committees for review and comment and were discussed at the December 2, 2013 Senate Council meeting. Reviewers and Council members raised no objections to the proposed revisions to the policy, and are pleased to note that issues raised by the Senate during the initial round of review have been addressed.

Sincerely,

Kit Pogliano, Chair
Academic Senate, San Diego Division

cc: Divisional Vice Chair Boss
Executive Director Winnacker

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harry.green@ucr.edu

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Fax: (510) 763-0309

November 22, 2013

BILL JACOB, CHAIR
ACADEMIC COUNCIL

RE: PROPOSED REVISIONS TO APM 600

Dear Bill,

UCAP discussed the proposed revisions to APM 600 during its meeting on October 30th and suggested the following changes:

- APM 661-18: The committee agreed that the formula should be deleted from this section. Members noted that there are differences at the campuses and reported that the proposed APM accurately describes what is already occurring. The committee agreed that APM 661-18.b should be revised to read that "summer teaching salary rates should be calculated shall be calculated based on the salary rate in effect at the time it is earned." Members agreed that it is important to clarify that applies to compensation for teaching.
- APM 662-2: The committee agreed that this section should also include the statement that summer teaching salaries should be calculated.
- APM 662-17: The committee recommended revising this section so it does not penalize faculty and that this policy should state that it only applies if a faculty member is being compensated for additional teaching. Additionally, the section should be revised to state "compensated time for additional teaching."

UCAP appreciates the opportunity to provide feedback on this matter and I am happy to answer any questions you might have.

Sincerely,

Harry Green, Chair
UCAP

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November 25, 2013

WILLIAM JACOB, CHAIR
ACADEMIC COUNCIL

RE: Proposed Revisions to APM 600 Series (Salary Administration)

Dear Bill,

The University Committee on Faculty Welfare (UCFW) has discussed the proposed revisions to APM 600 series (Salary Administration). UCFW provided numerous comments during the previous rounds of Management Review and Systemwide Review; we have no new comments.

Please let us know if you have any questions or concerns.

Sincerely,

J. Daniel Hare, UCFW Chair

Copy: UCFW
Mary Gilly, Vice Chair, Academic Council
Martha Winnacker, Executive Director, Academic Senate

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November 13, 2012

SUSAN CARLSOM, VICE PROVOST
ACADEMIC PERSONNEL

RE: Management Review of the APM 600 Series

Dear Susan,

UCFW reviewed the changes to the series of APM articles at its meeting on November 9, 2012. The committee chooses to comment only on APM 510, 600, and 662. UCFW finds that the changes proposed to the other articles are largely of an editorial nature and finds no need to comment on the articles not listed below.

APM 600:

600-4-e: "A list of faculty may be found in…" should be changed to "A list of faculty titles may be found in…"

600-14-d: UCFW agrees with the change from 1/11 to 1/12 additional compensation for fiscal-year appointees and appreciates the grandfathering of those hired prior to July 1, 2013.

600-14-e-i: This limitation precludes the ability of a faculty member to make an agreement with his/her department chair to move teaching obligations from an academic quarter/semester to the summer term in those situations when the demands of the research require a full-time commitment during the scheduled academic year. We ask that the article be re-worded to provide faculty members whose research has a definite seasonal component such flexibility.

600-14-e-iii: This section seems to make the proposed Negotiated Salary Plan illegal.

APM 662:

APM 662-9: This section seems to preclude payment for summer teaching for faculty members participating in the proposed Negotiated Salary Plan.

APM 662-16: This section on restrictions as to what teaching activities might be ineligible for additional compensation assumes the existence of a specific, contractual definition of a "faculty member's assigned teaching load." In practice, teaching loads vary from year to year and among faculty members within any year in a department. Assigned teaching loads also vary arbitrarily among departments, colleges, and campuses. Because of the lack of a firm definition of a "faculty member's assigned teaching load," any department chair could arbitrarily redefine a faculty member's assigned teaching load in such a way as to completely remove the opportunity for a faculty member to engage in teaching activities that were eligible for additional compensation. UCFW therefore strongly suggests that considerably more thought be given to

defining "faculty member's assigned teaching load" so that both the faculty member and the department chair have a clear understanding of what opportunities a faculty member may have to engage in teaching activities that might actually be rewarded with additional compensation.

APM 510:

In July, 2011, UCFW propose revisions to APM 510-18-c that restricts a competing campus to offer only a one-step increase when recruiting a faculty member from a sister UC campus. UCFW argued that placing an artificial cap on the salary and/or step that one UC campus can offer to a faculty member at a sister campus disadvantages the individual faculty member, jeopardizes the recruiting campus' efforts to enhance its programs, and risks motivating highly marketable UC faculty member to seek employment entirely outside of the UC system. Academic Council endorsed and forwarded its concerns to you in August of 2011. UCFW has received no formal response.

UCFW therefore was surprised not to see an attempt to respond to its concerns in the proposed revisions to APM 510. After pressing the issue, UCFW was told only that the EVCs did not want to include that revision, without any reasoning provided. In the absence of any itemized response or further dialogue, UCFW re-submits its concerns as detailed in its letter of July 1, 2011 (enclosed). The principles of shared governance and professional courtesy require that the administration provide a thoughtful response to UCFW's request, even if the decision is not to adopt the request.

UCFW also noted that there is a change of language to refer to the faculty as "transferees". That seems an attempt to place faculty who are recruited from a UC campus in another category from those who are recruited from outside. Nevertheless, UC faculty are subject to exactly the same recruitment process by another UC campus as those from outside, aside from the salary restrictions of 510.

UCFW also is curious how the "one-step" restriction could be applied to faculty who are "above scale," for whom the 'restricted step' criterion is irrelevant. Overall, the belief within UCFW is that restriction on salary regarding intercampus transfers is out of date, and the restriction should be eliminated.

We thank you in advance for your careful consideration of this feedback, and we look forward to a still more collaborative relationship this year.

Sincerely,

J. Daniel Hare, UCFW Chair

Copy: UCFW
Robert Powell, Chair, Academic Council
William Jacob, Vice Chair, Academic Council
Martha Winnacker, Executive Director, Academic Senate

Encl.

UNIVERSITY OF CALIFORNIA, ACADEMIC SENATE

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Chair of the Assembly and the Academic Council
Faculty Representative to the Board of Regents
University of California
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Oakland, California 94607-5200

August 15, 2011

SUSAN CARLSON
VICE PROVOST, ACADEMIC PERSONNEL
UNIVERSITY OF CALIFORNIA

Re: APM 510: Intercampus Transfers

Dear Susan:

The University Committee on Faculty Welfare (UCFW) recently examined the restrictions in APM 510 on salary increases with respect to intercampus faculty transfers, which are relatively rare (approximately 15 per year). APM 510 restricts any salary increase to no more than one step for intercampus transfers. UCFW concluded that limiting both the step increase and the base pay increase unnecessarily dampens intercampus recruitments and transfer. In addition, it has the consequence of weakening the recruiting campus' efforts to enhance its programs. It may also motivate some faculty members to seek employment outside the UC system.

The University Committee on Academic Personnel (UCAP) agrees that limiting salary increases for intercampus transfers may not be a sound policy.

On behalf of UCFW and UCAP, I request that Academic Personnel review APM 510 with the aim of revising it to allow for greater flexibility in intercampus transfers.

Thank your assistance in this matter. For your reference, I have enclosed correspondence from UCFW and UCAP. Please do not hesitate to contact me if you have any questions.

Sincerely,

Daniel L Simmons

Daniel L. Simmons, Chair
Academic Council

Copy: Academic Council
Martha Winnacker, Academic Senate Executive Director

Encl. 1

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July 1, 2011

DANIEL SIMMONS, CHAIR
ACADEMIC COUNCIL

RE: Intercampus Transfers and APM 510

Dear Dan,

Intercampus transfers of Faculty are relatively rare (~15/year) and are regulated by an Appendix to APM 510. The appendix puts considerable restraints on the salary that the recruiting campus can offer to an existing UC faculty member.

> Appx. A. 2.a. The recruiting campus may offer a salary of no more than one step, or the equivalent of one step, above the faculty member's current salary. If the faculty member's current salary is an off-scale salary, the recruiting campus may offer the next higher step along with the same percentage increment.

The University Committee on Faculty Welfare (UCFW) has discussed the implications of the step and pay increase limitations included in APM 510. UCFW believes that limiting both the step increase and the base pay increase unnecessarily dampens intercampus recruitments and transfer. If the recruiting campus attaches a greater "value" to a professor than his home campus does, it seems appropriate that the University recognize that increased value. The details of the recruitment would have to be approved by the CAP of the recruiting campus. In most cases, the step would not change, but consideration of local programmatic needs may motivate the campus to offer an off-step component of total salary and this would seem entirely appropriate. Forbidding such augmentation disadvantages the individual faculty member, jeopardizes the recruiting campus' efforts to enhance its programs, and risks motivating highly marketable faculty members to seek employment entirely outside of the UC system.

UCFW has communicated its concerns to the University Committee on Academic Personnel (UCAP), who concur that limiting pay increases absent offers outside of the UC system is a questionable practice. Accordingly, we ask that the Academic Council request Academic Personnel to undertake revisions of APM 510 to allow greater flexibility in intercampus transfers. For your reference, we include communications with UCAP and possible revisions of APM 510.

Please do not hesitate to contact us if you have questions or concerns.

Sincerely,

Joel E. Dimsdale, UCFW Chair

Copy: Susan Carlson, Vice Provost, Academic Personnel
UCFW
Martha Winnacker, Executive Director, Academic Senate

Encls.

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July 1, 2011

JOEL DIMSDALE, CHAIR
UCFW

RE: APM 510

Dear Joel,

During UCAP's meeting on May 10th, the committee discussed the two proposals submitted by UCFW for modifying APM 510 that concerns inter-campus faculty transfers.

The first proposal aimed at removing the limit on the one-step limit was unanimously rejected. UCAP finds that the systemwide salary scale is a fundamental component of our advancement system and the rank and of a faculty member represents a shared set of values and standards.

The second proposal which is aimed at removing the limit on off-scale salary component, while keeping the limit on the one-step advancement, was reviewed more favorably. Five members voted in favor of the proposal and four opposed making any change, with one member abstaining. The rationale for the majority was that the off-scale component is effectively decoupled from the salary scale and is used to match the market levels. However, a strong minority believes that no change is necessary in APM 510 and maintaining a limit on both the step and the off-scale salary component preserves the ideals of a single University.

Sincerely,

Ahmet Palazoglu, Chair
UCAP

University of California Office of the President July 12, 1999

GUIDELINES ON INTERCAMPUS RECRUITING

The Guidelines on Intercampus Recruiting shall be distributed annually to deans, department chairs, directors, and other administrators who are involved in the intercampus recruitment of ladder rank faculty. These Guidelines concern faculty appointment only and do not address appointments to such administrative positions as Department Chair or Dean.

1. **Notification**

a. A review for the recruitment of a faculty member from another UC campus cannot proceed at the campus level until the other Chancellor* of the campus from which the faculty member is being recruited has been officially informed.

b. The Chancellor of the recruiting campus will notify the other Chancellor of the intention to make an offer at the earliest possible opportunity. The Chancellor of the recruiting campus will provide information about the details of the offer in writing as soon as such information is available.

c. The information provided to the Chancellor must include any and all recruiting inducements, financial or otherwise and regardless of fund source, including the proposed salary, stipends or summer ninths, appointment to endowed chairs, teaching responsibilities and other recruitment incentives.

2. **Salary, *Rank and Step***

a. The recruiting campus may offer ~~a salary~~ *an advancement* of no more than one step~~, or the equivalent of one step,~~ above the faculty member's current ~~salary~~ *step*. ~~If the faculty member's current salary is an off-scale salary, the recruiting campus may offer the next higher step along with the same percentage increment.~~

b. An offer which includes a promotion is permitted ~~if the salary conforms~~ *in conformance* with the requirements set forth in these guidelines.

* Chancellor or designee.

c. If a stipend is offered in addition to salary, it must be offered for bona fide administrative duties.

d. In response to the offer, the home campus may counter offer a salary equivalent to that of the recruiting campus.

e. If, at any time during recruitment, the home campus is reviewing the faculty member for a ~~salary~~ *step* increase to become effective at a later date, the recruiting campus may not offer more than one step above the current ~~salary~~ *step* until the review is complete.

f. If the home campus review results in a ~~salary~~ *step or rank* increase, the recruiting campus may offer a ~~salary~~ *step and rank* equivalent to the increased ~~salary~~ *step and rank*, even if the increase is more than one step above the ~~salary~~ *step offered* at the time of the initial recruitment effort.

g. If the faculty member being recruited by another UC campus also is being recruited by an outside institution, then either the home and/or the recruiting UC campus may make a counter offer higher than that described above in order to compete with the outside offer.

3. **Start-Up Costs**

a. Presidential approval must be sought if the package of startup costs and other inducements (excluding housing assistance) exceeds $500,000 for faculty in the laboratory sciences, and $250,000 for other faculty.

b. The package shall include all expenditures such as laboratory renovations, research equipment, and summer salary for a faculty member.

4. **Office of the President**

a. At any point in a proposed intercampus recruitment, either Chancellor may request mediation or intervention by the Provost and Senior Vice President– Academic Affairs.

b. If there is a question regarding the application of these guidelines, the Provost and Senior Vice President–Academic Affairs will provide an interpretation of the guidelines.

2. **Salary**

a. The recruiting campus may offer a salary, *rank and step appropriate for new faculty hires, in accordance with APM XXX.* ~~of no more than one step, or the equivalent of one step, above the faculty memberís current salary. If the faculty memberís current salary is an off-scale salary, the recruiting campus may offer the next higher step along with the same percentage increment.~~

b. An offer which includes a promotion is permitted if the salary conforms with the requirements set forth in these guidelines.

c. If a stipend is offered in addition to salary, it must be offered for bona fide administrative duties.

d. In response to the offer, the home campus may counter offer a salary, *rank and step* equivalent to that of the recruiting campus. *The recruiting campus may not improve its original offer in response to the home campus offer*.

e. If, at any time during recruitment, the home campus is reviewing the faculty member for a salary increase *independently of the recruitment* to become effective at a later date, *if the review results in a salary greater than that offered by* the recruiting campus, *the recruiting campus may offer a salary equivalent to the increased salary*. ~~may not offer more than one step above the current salary until the review is complete.~~ *The home campus may not increase its salary offer in response to the recruiting campus' matching offer*.

~~f. If the home campus review results in a salary increase, the recruiting campus may offer a salary equivalent to the increased salary, even if the increase is more than one step above the salary at the time of the initial recruitment effort.~~

g. If the faculty member being recruited by another UC campus also is being recruited by an outside institution, then either the home and/or the recruiting UC campus may make a counter offer higher than that described above in order to compete with the outside offer.

3. **Start-Up Costs**

a. Presidential approval must be sought if the package of startup costs and other inducements (excluding housing assistance) exceeds $500,000 for faculty in the laboratory sciences, and $250,000 for other faculty.

b. The package shall include all expenditures such as laboratory renovations, research equipment, and summer salary for a faculty member.

Comment [RM1]: Number adjusted to reflect current realities.

Comment [RM2]: Number adjusted to reflect current realities.