

2016 Targeted Decoupling Initiative Program

Background

To enable Berkeley to meet criteria for faculty salary increases that were recently set by the UC Office of the President, the present program is designed as a one-year program, with all awards effective retroactive to July 1, 2016. Although this is a one-year program, there may well be additional one-year programs for awards effective in 2017 and in subsequent years; whether there will be additional programs in the future will become clearer once the Office of the President has had an opportunity to state its intentions for the years ahead.

Last year, the [2015 TDI program](#) provided a total of nearly \$3 million for salaries effective July 1, 2015. The present program will provide approximately \$ 2.4 million for salaries effective retroactive to July 1, 2016.

The design of this TDI program closely follows the design of last year's program, which was developed through discussions with deans, chairs, and many faculty members, as well as the Academic Senate committees on Diversity, Equity, and Campus Climate and on Budget and Interdepartmental Relations. All substantive changes are explained below in square brackets. Each change was made in consultation with the Budget Committee.

Purpose of this TDI program

The purpose of the present TDI program is to reduce salary differences among accomplished faculty members within the same unit who are at similar positions on the rank/step "ladder."

Basic eligibility criteria

All faculty members are eligible for consideration, provided they meet these four criteria:

1. They do not have salaries that can be administered, in whole or in part, under the Faculty Excellence Program in Business or under the Competitive Compensation Initiative in Law.¹
2. They have solid records of achievement in all three areas of assessment, as consistently documented in recent academic-personnel reviews. These areas are research and creative activity; teaching and mentoring; and service.
3. They have had records of consistently strong achievement in at least two of the three areas of assessment, as documented in their most recent reviews.

¹ These are programs that provide decoupled increments to faculty through revenues generated by Business and Law; thus those two units will develop their own programs in light of the other criteria for this program.

4. They are not assistant professors. [This criterion is new; it is intended to avoid the appearance of providing encouragement or discouragement concerning tenure prospects. A separate salary measure will result in salary increases for many assistant professors by raising the minimum decoupled increment for assistant professors to \$12,000.]

Guidelines for considering eligible faculty

Among those who meet those four basic eligibility criteria, priority should be given to those who meet *one or more* of the additional criteria below. [While this statement has not changed since last year, please carefully note that faculty members do not need to meet *all* of these criteria in order to be considered.]

5. Their current rank step is between Associate Professor, Step I, and Professor, Step VI, inclusive.

6. They have not received a retention-based salary increase in the past eight years.

7. Either (i) their salaries reflect inversion, that is, are lower than those of faculty in their department or school who are at or below their rank/step; or (ii) their salaries reflect compression, that is, are the same as, or only slightly greater than, those of faculty in their department or school who are at a lower rank/step; or (iii) their decoupled increments are lower than those of other faculty of similar distinction in their department who are within the same rank, even in the absence of inversion or compression. [Condition (iii), which is new this year, is consistent with the equity goals of the TDI program, and it reflects a conception of internal equity that was successfully applied by some deans in last year's TDI program.]

8. They are among the faculty who work effectively to build and sustain Berkeley as a strong institution. For example, Berkeley is strong when it supports academic excellence through faculty leadership; promotes a diverse range of scholarly inquiries; and creates equal opportunities for faculty colleagues and students.

TDI awards

All awards will be made retroactive to July 1, 2016; recommendations for awards will not be tied to merit reviews. TDI awards are decoupled increments, and they are subject to the same policies that govern all other decoupled salaries.

Most TDI awards will be made in increments of \$2,000, \$4,000, \$6,000, \$8,000, \$10,000, \$12,000, \$14,000, or \$16,000. Awards of up to \$20,000 may be considered if a case is made that special circumstances call for such an award. [More options are offered this year to help foster equity in departments and schools where making awards using the standard increments of last year would create new inequities. Awards greater than \$16,000, up to \$20,000, are

expected to be rare but may be appropriate in order to mitigate serious problems of inequity among equally distinguished colleagues at a similar rank and step.]

Selection and approval process

Decanal budgets. Deans will be informed of the maximum TDI funding that will be available for faculty in their units.

Decanal plans. By Friday, October 7, 2016, deans will submit plans to the Academic Personnel Office (APO) for awarding these funds to faculty in their college, division, or school. Deans of colleges and divisions must consult in confidence with their department chairs in creating their plans. Templates for decanal plans will be provided: one template will be for summarizing all of the dean's recommendations, and one will be for making recommendations about individual candidates.

Review of decanal plans. APO will circulate the decanal plans to the Budget Committee and the Associate Vice Provost for the Faculty. These reviewers' comments, if any, will be shared with the deans, along with any requests for modification of the plans. The Vice Provost for the Faculty will consult with the Budget Committee and the Associate Vice Provost for the Faculty about any revised plans before issuing final approval of decanal plans. After final approval of decanal plans, deans may informally notify recipients of their awards.

Formal approval of individual TDI awards. Deans will ask departments to complete and upload into APBears a Departmental Recommendation Form for each candidate. (In APBears, staff should use the "salary increase" case-type.) This form will be very simple. After a sign-off in APBears from the dean, each award will then be formally approved by the campus, provided that the recommendation received in APBears matches the recommendation made in the approved decanal plan.

FAQs

Q: Can faculty members who received a 2015 TDI award be considered for a 2016 award? [This is a new FAQ.]

A: Yes, they may be considered.

Q: In some earlier TDI programs, recommendations for increments required the use of something similar to the "Value to Berkeley" (VBA) template. Is the same requirement in effect for this program?

A: No. Some earlier TDI programs were focused primarily on the relationship of the candidates' salaries to appropriate market benchmarks, with an eye toward pre-emptive retention and, as a by-product, greater internal equity. Those goals made the VBA a useful template. The 2016 TDI program, like the 2015 program, is focused primarily on

issues of internal equity, with a somewhat different set of program criteria that have emerged from the faculty salary equity study and report and subsequent Senate/Administration consultation. For the purposes of this TDI program, the VBA is less useful.

Q: Can faculty members receive a TDI award if their rank/step advancement has been slowed by a lack of rank/step “headroom”?

A: Possibly. For example, in some fields, faculty members are expected to have completed a large scholarly project at the time of promotion from Associate Professor to Professor or at the time of advancement to Professor, Step VI. Faculty members whose advancement has been delayed by ongoing work on such a project may nonetheless be eligible for a TDI increment if they have been making good progress on their large project, as documented in their most recent academic personnel records, and if they have been making other contributions in scholarship or creative activity.

Q: The faculty salary equity study and report documented negative salary differences at the campus level for women and members of minority groups. Is the TDI program open to non-minority men?

A: Yes. Faculty should be considered for TDI awards in accordance with the stated criteria whether they are men or women and whether they are minority or non-minority faculty.

Q: How will the size of the decanal budgets be determined?

A: The [2016 update of the faculty salary equity study](#), along with other campus data, allows the campus to carry out analyses that will inform the allocation of funds to decanal units. The goal is to distribute the funding in light of the variability by unit of total negative salary differences for faculty members who are women or members of under-represented minority (URM) groups.

The first step is to produce a preliminary allocation model based on the distribution of FTE. The next step is to apply weighting factors to the preliminary allocation so that units with larger total negative salary differences for female and URM faculty would receive a somewhat larger share of the funding available. In particular, results from submodels 3 and 4 in the equity study are used to quantify total negative differences for women and URM faculty in each unit, measured relative to the campus-level log salary model. These quantifications are then translated into weightings.