Charge: In Spring 2023 the Provost charged the Faculty Pay Task Force with evaluating and improving the university’s processes for compensating faculty for additional work on a one-time basis. Such additional employment may include work over the summer or in January, when faculty are off contract, or other tasks that fall outside of their normal job duties. Too often these payments have been late, inaccurate, or missing.

We met bi-weekly and underwent a Business Process Improvement exercise with committee members from IT to diagnose the current system and develop a recommended action plan.

Findings: We found dozens of procedural steps and handoffs that increase the likelihood of errors. Some of these are in off-campus offices beyond our influence. For steps under our control we found these main opportunities to reduce error and delay:

1. In the division of Academic Affairs, we can originate payment documentation with fewer errors in policy, practice, or math, so that HR/payroll has fewer reasons to revise and rework the agreements. We’ll use standardized MOUs that specify assignments and payment, probably replacing electronic Faculty And Staff Transaction forms (eFASTs).
2. In the division of Administration and Finance (Human Resources and Payroll), payment workflow can be streamlined and updated. We can also be clearer with faculty about sequencing and expected time to completion.
3. Across the campus as a whole, we should bridge two parts of our main enterprise information system, PeopleSoft Student and PeopleSoft HR. Connecting and reconciling their separate accounts of faculty work will give us a timely, continuing means for catching and correcting mistakes.

Currently the faculty workload recorded on the PS Student side is accurate but incomplete, with valid records of teaching and most kinds of service. It’s missing most sabbaticals, smaller increments of effort, and the three Weighted Teaching Units of work other than teaching for which all tenure-track faculty are responsible and compensated.

The workload recorded on the PS HR side is often a workaround, typically defaulting to a 1.0 time base with subsequent adjustments to produce the desired payment. Keeping these records in two separate systems without regular reconciliation risks overpayment or underpayment.

Proposal for 2023-24: We propose a new end state where term workload screens in PS Student are accurate and complete, and the main source of truth. Records there will then be used in PS HR to make any necessary adjustments to time base and pay. Eventually we would automate the transfer of
To prepare for that end state, we propose that in the 2023-24 Academic Year colleges will add records to the faculty term workload screens in PS Student for sabbaticals, the first 3 WTU assigned to tenure-track faculty, and smaller increments of paid effort.

This means that agreements to pay for additional employment will be expressed first in effort rather than dollars. We propose amending MOUs for additional pay, while creating online resources where faculty can translate these numbers to dollars, e.g.:

<table>
<thead>
<tr>
<th>Monthly Salary</th>
<th>Annual Equivalent</th>
<th>Each of 30 WTU is worth</th>
<th>And .15 WTU is worth</th>
</tr>
</thead>
<tbody>
<tr>
<td>$5,000</td>
<td>$60,000</td>
<td>$2,000</td>
<td>$300</td>
</tr>
<tr>
<td>$7,500</td>
<td>$90,000</td>
<td>$3,000</td>
<td>$450</td>
</tr>
<tr>
<td>$10,000</td>
<td>$120,000</td>
<td>$4,000</td>
<td>$600</td>
</tr>
</tbody>
</table>

So instead of saying to a professor “I’ll give you $500 for service on this January search committee,” a dean would say “I’ll give you .15 WTU.”

By eliminating the use of eFASTs, and translations of work to dollars at the point of origination, we will have removed one of the biggest sources of error, reworking, and delay in the current process. We will also have built in a check on effort reporting.

This means records in the faculty term workload screens in PeopleSoft Student will be longer and more detailed than we’re used to seeing, e.g.:

Hypothetical Fall 2023 term workload screen for an Associate Professor of Physics

<table>
<thead>
<tr>
<th>Course</th>
<th>WTU</th>
</tr>
</thead>
<tbody>
<tr>
<td>(the first 3 WTU for service/research that goes to all tenured and tenure-track faculty)</td>
<td>3</td>
</tr>
<tr>
<td>UNV 101-12 The Fate of the Universe</td>
<td>3</td>
</tr>
<tr>
<td>PHYS 120-03 Physics for Non-Majors</td>
<td>3</td>
</tr>
<tr>
<td>PHYS 367-01 Virtual Reality in the Quantum World</td>
<td>3</td>
</tr>
<tr>
<td>PHYS 367-01 Lab</td>
<td>1</td>
</tr>
<tr>
<td>Reassignment as chair of the Program Review Panel</td>
<td>3</td>
</tr>
<tr>
<td>Summer work on search committee for VP Advancement</td>
<td>.15</td>
</tr>
<tr>
<td>Facilitation of weekend retreat in the College of Arts &amp; Humanities</td>
<td>.30</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>16.45</strong></td>
</tr>
</tbody>
</table>

Increments could get quite small, and a particularly active faculty member could have 40 rows in one semester.

But this would have the virtue of tracking effort as we go along. Per CSU policy and the Collective Bargaining Agreements with CFA, we can’t pay for work exceeding 125% of effort. But under current business processes we sometimes exceed this limit without knowing it, representing another potential cause of error.
So if 100% employment equals 15 Weighted Teaching Units, then we can check these longer screens as we go along to make sure the professor doesn’t exceed 18.75 units. It also spares us the unit conversion and categorization problems we find when we originate with eFASTS – e.g. dollar amounts that don’t work in the state payroll system for a given faculty member’s time base or salary, or assuming the wrong faculty contract type.

**Monitoring and Evaluation:** The Faculty Pay Task Force was asked to finish its work by June 30, 2023. Because we found so many systemic weaknesses and vulnerabilities, we propose meeting three more times through the next academic year, probably in October, February, and May. We will use these meetings to see how the move to effort reporting is working in the PS Student faculty term workload screens.

Specifically, we want to make sure this reduces error at the point of origination, and accounts for all potential sources of additional pay, e.g. from the College of Continuing and Professional Education, the Toro Auxiliary Partners and external grants, and stateside offices. We’ll also use these meetings to monitor campus adoption of CHRS, and decide how best to eventually join and reconcile records of faculty work across the Student and HR sides of PeopleSoft.

Also during this period, we will monitor our progress against the other goals the provost set for the task force:

**Eliminating the backlog of payments:** As far as we know the backlog is cleared. We will continue to ask faculty to communicate problems first to the Academic Resource Managers in their colleges.

**Reduce the time needed for one-time payments:** HR prepared an internal project schedule to track the various types of faculty related transactions, and the anticipated conflicts that may impact processing timelines.

**Provide ongoing professional development and communication on the new processes:** We haven’t begun on this step yet, since we still need to understand what the new processes will be. In the interim, HR is preparing a set of guidelines for Academic Resource Managers which identify common errors and/or fields to audit such as; salary range, job code, and effective dates.

These findings and recommendations are submitted to the Provost on June 30, 2023.

**2023 Faculty Pay Task Force**

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