GUIDELINES FOR IMPLEMENTATION OF UC SAN DIEGO HEALTH SCIENCES COMPENSATION PLAN FOR THE SKAGGS SCHOOL OF PHARMACY & PHARMACEUTICAL SCIENCES (SSPPS) HEALTH SCIENCES CLINICAL AND CLINICAL X SERIES FACULTY

Approved by the Clinical Faculty of SSPPS on March 4, 2011 (Rev. 12/02/11; Rev 01/31/12)

The Skaggs School of Pharmacy & Pharmaceutical Sciences (SSPPS) will guarantee the X (based on academic rank and step), X' (APU scale 3), and Y components of the Health Sciences Clinical and Clinical X series faculty salary. As is presently the case, Y will be negotiated with the Dean and will have the potential to bring the total salary to nationally and regionally acceptable salaries for clinical faculty (e.g., American Association of Colleges of Pharmacy and other benchmark data that are collected by the SSPPS). Despite the salary guarantee, faculty are encouraged to seek additional salary support from other activities (e.g., grants, contracts, reimbursed clinical activities, etc.) in order to help the SSPPS. When successful in these efforts, the faculty will apply the additional funds to coverage of the X' and Y, and may, at the discretion of the Dean of SSPPS, apply funds to a negotiated Y (if grant support) and/or Z component of salary (if clinical income).

As is the case for any new school, identifying opportunities for new faculty clinical income sources is a joint administration - faculty responsibility. In this regard, a number of efforts are underway to provide opportunities for generation of income to cover salaries. These efforts include ongoing requests to UC San Diego Medical Center for both "above the line" salary support, commensurate with percent effort, for all SSPPS faculty providing service to the medical center as well as appropriate "below the line" support; development of the ability for faculty to perform "incident to" billing when seeing patients in conjunction with a physician; and outside ventures (e.g., provision of services to remote locations via telepharmacy and billing for them by clinical service agreements; partnering with outside entities to provide Medication Therapy Management Services to employers and other entities.).

This document provides guidelines regarding Health Sciences Clinical and Clinical X faculty accrual and retention of income and their ability to increase the overall salary by either increasing the Y and/or by adding a Z-component of salary, depending upon the source of the revenue. While the Y-component of salary is negotiated annually, it must be based on actual money in hand and must remain constant during the fiscal year. The Z-component can be paid at any time and frequency during the fiscal year. The exact payment schedule will be arranged with the individual faculty member by the SSPPS Fiscal Affairs Office. It should be noted that the SSPPS pharmaceutical sciences faculty continue to be governed by the UC San Diego Health Sciences Compensation Plan and by the SSPPS good-standing criteria.

The SSPPS will levy a tax of 5% on clinical income (including Clinical Service Agreements), consistent with the practice of the School of Medicine. Money from this tax will be utilized for support of clinical faculty and to cover expenses to SSPPS for monitoring and tracking the income generated by them. The tax is not levied on stipends (see below), medical center "above the line support" (see below), or outside consultation income brought through the SSPPS (see below).
MEDICAL CENTER "ABOVE THE LINE" SUPPORT

Faculty who receive a portion of their salary "above the line" from the medical center will be expected to apply the funds to the X' and Y portion of their salary. At the discretion of the Dean of SSPPS, funds may accrue to additional Y and/or an additional Z-component of salary. The SSPPS tax is not levied on medical center salary support. (Example: The medical center covers 50% of the salary of a faculty member who provides Medication Therapy Management in a hospital-based clinic.)

ENCOUNTER-BASED CLINICAL INCOME (INCLUDING "INCIDENT TO" BILLING)

Faculty will be credited with all clinical income they generate on an individual basis after medical group billing, collection, and any other practice expenses are charged and after the 5% school tax is deducted. After application to X' and Y, at the discretion of the Dean of SSPPS, funds may accrue to an additional Z-component of salary. (Example: Billing for Medication Therapy Management Services)

CLINICAL SERVICE AGREEMENTS

Faculty will be credited with all income they generate from a Clinical Service Agreement less the agreed upon Vice Chancellor's tax and the 5% school tax on the agreement. After application to X' and Y, at the discretion of the Dean of SSPPS, funds may accrue to an additional Z-component of salary. (Example: Providing Medication Therapy Management Services to another medical center that, in turn, pays SSPPS a contracted sum of money for that faculty member's services).

MEDICAL CENTER CLINICAL INCENTIVE PROGRAM

Faculty who receive additional income (bonus) from any medical center clinical recognition program may retain that income as an additional Z-component of salary instead of it being credited toward X' and Y since such income is customarily a one-time award for meritorious performance, and is relatively small in amount. The school tax is not levied on the award. (Example: Receiving a recognition bonus for outstanding patient satisfaction in a clinic and/or for effecting a cost-savings program while maintaining the same or better quality.)

RESEARCH GRANTS, CONTRACTS, AND CLINICAL TRIALS

If a faculty member participates as a principal investigator or co-investigator in a research grant, contract, clinical trial, or career award that provides salary support to the faculty member, the faculty member will be credited with applying salary support (commensurate with the percent effort on the grant) toward coverage of X' and Y. At the discretion of the dean, the Y component of salary may be negotiated higher if there is sufficient grant or other funding in hand that is permitted to be used for Y. (NOTE: Salary support from grants cannot be paid as Z). (Example: Receiving an NIH grant, a PEW Scholar Award, or a Burroughs-Wellcome Scholar Award.)

DEVELOPMENT OF NEW SOURCES OF REVENUE
If a faculty member develops a new source of sustained, non-grant, non-contract, non-clinical, non-patentable revenue for the school and/or UC San Diego Health Sciences overall, he/she should be awarded a portion of the revenue as a salary bonus for up to the first two years of the new revenue. The exact amount will be negotiated with the dean. If the new revenue is the result of the efforts of more than one person, individual contributions to the effort will be documented, and the award will be prorated based on percent effort. The faculty member will be credited with applying the bonus toward coverage of X' and Y. At the discretion of the Dean of SSPPS, funds may be applied toward an additional Z-component of salary. The school tax is not levied on this award. (Example: Revenue resulting from development and implementation of a new group consultation service for the SSPPS.)

INCOME FROM OUTSIDE ACTIVITIES

Faculty in good-standing (see SSPPS good-standing criteria) who bring income through SSPPS from outside activities performed during the allowed 48 days per year (e.g., consultation or paid service on a board) that exceeds the direct retention threshold of the greater of $20,000 or 20% (X+X'+ Y', if applicable) will be credited with applying that income toward coverage of the X' and Y.. At the discretion of the Dean of SSPPS, funds may be applied toward an additional Z-component of salary. The school tax is not levied on this income. (NOTE: Outside activities CANNOT include clinical care unless that care is provided via a Clinical Services Agreement as previously addressed. Per the Health Sciences Compensation Plan, all patient care activities must run through the UC San Diego Medical Group. Furthermore, faculty cannot use any UC resources such as computers, paper, photocopying instruments, personnel for support of outside activities that generate revenue that is retained directly. In addition, faculty are not indemnified by UC for these activities. However, if income is brought through the practice plan, either because it is above the threshold or because the faculty member wants all outside income regardless of the threshold to flow through the plan, then the activity may be indemnified by UC on a case by case basis and UC resources can be utilized. Such funds that flow through the plan may be used either for faculty salary support as noted above or may be placed into a nontaxed discretionary account for use by the faculty member for travel, journals, dues, and other academic support endeavors). (Example: Providing expert witness consultation to a legal firm; sitting on a compensated scientific advisory board.)

INCOME FROM PURCHASED OR CONTRACTED SERVICES

Faculty who receive income from contracts or purchased services will be credited with applying the income toward coverage of the X' and Y. At the discretion of the Dean of SSPPS, funds may be paid as an additional Z-component of salary. (Example: Being paid as a site participant on a grant for helping to accrue patients to a study; serving as a paid consultant on a grant without having percent effort listed on the grant).

COMPENSATION FOR OTHER ACTIVITIES

Faculty who are asked by the school to perform additional time-consuming administrative activities above and beyond their normal clinical, teaching, service, and research activities may, at the discretion of the dean, receive a stipend, at least a portion of which will be applied toward coverage of X' and Y but will be sufficient to increase the overall salary by resulting in an additional negotiated Y and/or a Z-component during the period in which
the additional activities are performed. The school tax is not levied on this stipend. (Example: Being asked to initiate and oversee a telepharmacy program at outlying sites).

SOME EXAMPLES OF ACTIVITIES THAT DO NOT GENERATE REVENUE IN AND OF THEMSELVES BUT THAT SHOULD BE CONSIDERED WHEN EVALUATING FACULTY SALARY SUPPORT FROM SSPPS:

Developing a plan/program that produces cost-savings for SSPPS (Example: Implementation of a strategy to reduce expendable supply expenses in SSPPS or to reduce time spent on clerical tasks).

Developing new sites for student practice activities

Developing new sites for clinical activities

Developing residency and fellowship programs

Directing a training grant or fellowship

Engaging in educational activities that do not net income (e.g., Free Clinic, without compensation appointment at the Veterans Affairs San Diego Healthcare System).

Engaging in substantial additional teaching activities at the request of the SSPPS.
GUIDELINES FOR IMPLEMENTATION OF UC SAN DIEGO HEALTH SCIENCES 
COMPENSATION PLAN FOR THE SKAGGS SCHOOL OF PHARMACY & 
PHARMACEUTICAL SCIENCES (SSPPS) PHARMACEUTICAL SCIENCES FACULTY

Approved by the Pharmaceutical Sciences Faculty August 8, 2011 (Rev. 12/02/11; Rev 
01/31/12)

This document provides guidelines for implementation of the Health Sciences 
Compensation Plan (HSCP) for the Skaggs School of Pharmacy and Pharmaceutical 
Sciences (SSPPS) pharmaceutical sciences faculty. These are SSPPS salaried faculty 
ladder-rank, in residence, and adjunct series) who are not appointed in the Health Sciences 
Clinical or Clinical X series.

The University of California Regents approved the HSCP in July 1999, and each School of 
Medicine department was required to prepare guidelines for implementation as well as 
good-standing criteria to permit faculty to engage in occasional outside professional 
activities. However, the SSPPS, because of its youth and small size, had prepared only the 
good-standing criteria. The understanding was that at a later time, when the SSPPS was of 
sufficient size, implementation guidelines would be submitted for the Health Sciences 
pharmaceutical sciences faculty as well as for Clinical and Clinical X faculty. The SSPPS is 
now of sufficient size to develop guidelines for these two groups of faculty.

The X component of salary is determined by the fiscal year Health Sciences faculty salary 
scales. For most pharmaceutical sciences faculty this component is covered by state (19900) 
funding. However, the pharmaceutical sciences faculty should generate from non-state 
sources sufficient funds to cover the X' component of salary (scale 3, equivalent to 0.3 X), 
Y, and, if applicable, Y' components of their salaries. Salaries are discussed annually and 
are negotiated with the Dean based upon availability and sustainability of funding sources 
and on market salaries. The Y component of salary must be funded from money available 
(e.g., grants received, money in accounts that can be used for salary support, etc.) and it 
cannot be altered during the fiscal year. The Y component of salary will have the potential 
to bring the total salary to nationally and regionally acceptable salaries for these faculty 
(e.g., American Association of Colleges of Pharmacy and other benchmark data that are 
collected by SSPPS).

RESEARCH GRANTS, CONTRACTS, AND CLINICAL TRIALS

If a faculty member is a principal investigator or co-investigator on a research grant, 
contract, clinical trial, or career award that provides salary support, the faculty member 
will be expected to apply such support (commensurate with the percent effort on the grant) 
toward coverage of X', Y, and Y', if applicable. At the discretion of the Dean, the Y 
component of salary may be negotiated if there is sufficient grant or other funding in hand 
that can be used for Y. (Example: Receiving an NIH grant, a PEW Scholar Award, or a 
Burroughs-Wellcome Scholar Award.)

INCOME FROM OUTSIDE ACTIVITIES

Faculty in good-standing (see SSPPS good-standing criteria) who bring income through 
SSPPS from outside activities performed during the allowed 48 days per year (e.g., 
consultation or paid service on a board) that exceeds the direct retention threshold of the
greater of $20,000 or 20% (X+X'+ Y', if applicable) will either be expected to apply that income toward coverage of the X', Y, and Y', if applicable, or, if salary is adequately covered, toward a Z component of salary (see below) or into a discretionary account that may be used by the faculty member (NOTE: Faculty cannot use any UC resources such as computers, paper, photocopying instruments, personnel for support of outside activities that generate revenue that is retained directly. In addition, faculty are not indemnified by UC for these activities. However, if income is brought to the school through the compensation plan, either because it is above the threshold or because the faculty member wants all outside income regardless of the threshold to flow through the plan, then the activity may be indemnified by UC on a case by case basis, and UC resources can be utilized. Such funds that flow through the compensation plan may be used either for faculty salary support as noted above or may be placed into a non-taxed discretionary account for use by the faculty member for travel, journals, dues, and other academic support endeavors. (Example: Providing expert witness consultation to a legal firm; sitting on a compensated scientific advisory board.)

INCOME FROM PURCHASED OR CONTRACTED SERVICES

Faculty who receive income from contracts or purchased services will be expected to apply the income toward coverage of the X', Y, and Y', if applicable, or, if salary is adequately covered, toward a Z component of salary (see below) or into a discretionary account that may be used by the faculty member (Example: Serving as a paid consultant on a grant without having percent effort listed on the grant).

COMPENSATION FOR OTHER SCHOOL ACTIVITIES (ADMINISTRATIVE STIPEND)

Faculty who are asked by the school to perform additional time-consuming administrative activities above and beyond their normal teaching, service, and research activities may, at the discretion of the Dean, receive a stipend, at least a portion of which will be applied toward coverage of X', Y, and Y', if applicable, or, if salary is adequately covered, toward a Z component of salary (see below) or into a discretionary account that may be used by the faculty member. The stipend can also be used in part to increase the overall salary by resulting in an additional negotiated Y during the period in which the additional activities are performed. (Example: Being asked to initiate and oversee a mentorship program or to prepare an extensive report on behalf of the school).

PAYMENT OF Z-COMPONENT OF SALARY

In circumstances in which additional, non-grant income is generated on a variable and unpredictable basis and the additional income exceeds the total (X+X'+ Y + Y', if applicable) salary approved by the dean, the faculty member may have a Z-component of salary. The Z-component can be paid at any time and frequency during the fiscal year. The exact payment schedule will be arranged with the faculty member by the SSPPS Fiscal Affairs Office. The Z component does not carry retirement benefits. (Example: Income from outside activities, purchased or contracted services, or administrative stipend – see above)

DEVELOPMENT OF NEW SOURCES OF REVENUE

If a faculty member develops a new source of non-grant, non-contract, non-clinical, non-royalty revenue for the school and/or UC San Diego Health Sciences overall, he/she should be awarded a portion of the revenue as a salary bonus for up to the first two years of the
new revenue. This period may be extended at the discretion of the Dean, if the faculty member continues to contribute substantial effort to the new activity. The exact amount will be negotiated with the Dean. If the new revenue is the result of the efforts of more than one person, individual contributions to the effort will be documented, and the award will be prorated based on percent effort. The faculty member will be expected to apply the bonus toward coverage of X', Y, and Y', if applicable, or, if the salary is adequately covered, toward a Z component of salary (see above) or into a discretionary fund that may be used by the faculty member. (Example: Revenue resulting from development and implementation of a new business venture for the SSPPS.)
Skaggs School of Pharmacy and Pharmaceutical Sciences (SSPPS) faculty participating in the UCSD Health Sciences Compensation Plan should satisfy the following general good-standing criteria in order to be permitted to earn and/or retain income from outside professional activities, whether or not the income is retained directly or is returned to them via the University payroll system. The plan allows faculty to engage in occasional outside professional activities and to retain income directly (up to the threshold of $20,000 or 20% of X + X’, Y’ whichever is greater) if he/she is a faculty member in good standing in the school.

**Salary**
Faculty should generate from non-state sources sufficient funds to pay their X’ Y, and Y’(if applicable) components according to the Health Sciences compensation plan and/or the “Guidelines for Implementation of the UC San Diego Health Sciences Compensation Plan for the Skaggs School of Pharmacy and Pharmaceutical Sciences (SSPPS) Health Sciences Clinical and Clinical X Series Faculty” and/or the “Guidelines for Implementation of the UC San Diego Health Sciences Compensation Plan for the Skaggs School of Pharmacy and Pharmaceutical Sciences (SSPPS) Health Sciences Pharmaceutical Sciences Faculty.”

All ladder-rank faculty participating in the Health Sciences Compensation Plan hold an FTE and are expected to obtain sufficient resources to cover scale pay as determined by the current APU.

Salaries are discussed annually, and are negotiated with the Dean based on availability and sustainability of funding sources.

**Teaching and Instruction**
Faculty are expected to actively participate in student pharmacist (Pharm.D.) instruction. They are expected to provide both didactic teaching in classroom settings, and more informal teaching in the laboratory and during clinics. Basic scientists are expected to participate in graduate (Ph.D.) education and thesis mentoring. Clinical faculty are expected to participate in residency program responsibilities (PGY1 and PGY2).

Faculty are expected to serve as advisors to student pharmacists and Ph.D. students.

**University Service**
Faculty are expected to participate in school “service” activities, including:
- Faculty meetings
- Seminar series
- Student Recruitment
- Academic Committees (Academic Oversight Committee, Committee on Educational Policy, etc.)

Faculty are expected to represent the school on Health Sciences and campuswide committees (Health Sciences Faculty Council, Representative Assembly, etc.)
Faculty are expected to represent the school on national committees in the pharmacy academic and professional arenas. (AACP, APhA etc.)

Faculty are expected to submit an annual report describing the previous year’s outside professional activities.

Faculty are expected to meet the Faculty Code of Conduct requirements, and complete mandatory documents or training as determined by the University (Code of Business Conduct, HIPAA, Sexual Harassment, etc.)

**Research**

Faculty are expected to fulfill research commitments inherent in contract and grant awards on which they serve as investigators or co-investigators.

**Clinical Service**

Faculty are expected to fulfill clinical service commitments.

Faculty who are not in good standing will be notified by the Dean of the school. Such notification will include the reasons for that determination. Faculty who are not in good standing shall be precluded from engaging in ANY unassigned outside professional activities unless such activities are approved in writing and in advance by the Dean. Except for income retained up to the 20% of X + X’ + Y’ or $20,000 (whichever is greater), the distribution of income from such activities will be subject to review and approval by the Dean.

Faculty who wish to appeal their standing may do so in writing to the Outside Professional Activities Review and Advisory (OPARA) Committee. After reviewing the information, including consultation with the faculty member and the Dean, this committee will make a recommendation to the Vice Chancellor for Health Sciences.

Faculty will have an opportunity to review and comment on this plan on an annual basis at a faculty meeting or via email.

**Implementing Procedures**

The SSPPS Procedures and Good Standing Criteria will be reviewed and discussed by faculty on an annual basis, and updates will be provided to the Vice Chancellor for Health Sciences via the Outside Professional Activities Review and Advisory Committee (OPARA).

The faculty will have an opportunity to review and endorse the School's salary negotiation methodology on an annual basis. If a faculty meeting cannot be scheduled, the salary negotiation methodology will be emailed to the faculty for input.