



UNIVERSITY OF CALIFORNIA

Negotiated Salary Trial Program (NSTP)

Phase 2 Implementation Plan

Revised March 2021

Submission Deadline May 10, 2021

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Preamble

The University of California's Negotiated Salary Trial Program (NSTP) was initiated at three UC campuses on July 1, 2013 as a means of addressing the need to recruit and retain appropriately compensated faculty, without producing unintended negative side effects on the institution. It represents a novel, albeit experimental approach not codified in the UC Academic Personnel Manual (APM) to help diminish the gap between the salary scales and remuneration offered at other academic institutions and the private sector. After a four-year Phase 1 trial period, an additional four-year Phase 2 trial period was approved to begin July 1, 2018, and end on June 30, 2022, with an option for a 5th transitional year ending June 30, 2023. Four UC campuses have already joined the program (UC Irvine, UC Los Angeles, UC Riverside, and UC San Diego), and UC Davis elected to join the program, along with UC Santa Cruz, effective July 1, 2019.

As a trial program, NSTP may eventually either be discontinued or permanently institutionalized as an option for UC campuses. After the third year of the Phase 2 trial, a comprehensive analysis of the impact of the Program will be undertaken, and a final decision will be made by the UC Provost prior to the final year of Phase 2. *It is therefore important that no promises be made to current or future faculty about the program's permanence, and that faculty be made fully aware of its trial nature.*

All UC Davis academic units (College of Agricultural and Environmental Sciences, College of Biological Sciences, College of Engineering, College of Letters and Science, Graduate School of Management, School of Education, School of Law, and School of Veterinary Medicine) will have the option to participate in the NSTP; schools in the Health Sciences Compensation Plan are **ineligible** (School of Medicine, School of Nursing). For departments participating in the NSTP, all eligible members of the department faculty may apply to participate in the negotiated salary program. All members will receive a copy of these implementation procedures and the Basic Program Document appended at the end of this document. Deans will inform the Executive Vice Chancellor and Provost (EVC/P) on or before April 1 which of their departments will participate. Membership in the program is predicated on a college's/school's/department's willingness to participate in an annual assessment that will require collection and reporting of detailed data.

1. Proposal Submission Process

For departments who are participating in the NSTP:

- Eligible faculty members as provided for in the 2018 Basic Program Document may participate in the negotiation process.
- Faculty members must have the allowable and appropriate funding resources available to support the total negotiated salary for the entire fiscal year, without exception.

Each year on or about March 1, a call will be issued to eligible faculty by their respective home departments regarding the annual negotiation for the coming fiscal year.

Interested and eligible faculty shall submit a Trial Plan Proposal Form for the following academic year that begins on July 1. This campus-based form will draw from the “NSTP Common Application form,” prepared by Office of the President, and will allow for a consistent collection of data on the NSTP, Phase 2.

Negotiations are for one fiscal year, effective July 1 and ending on June 30. Retroactive participation is not permitted.

Participation must be renegotiated each year. Renewals are not automatic. The systemwide Provost may suspend the NSTP on June 30 of any year; an individual campus EVC/P may suspend the campus participation effective June 30 of any year.

2. Eligibility and Faculty Responsibilities

Faculty eligibility and responsibilities are outlined in the Basic Program Document, and include the following:

- Advancement in rank or step in last academic review, or equivalent satisfactory five-year review.
- Holding a 50% or greater appointment in the academic unit, with no portion of the remaining appointment belonging to a title utilizing the Health Sciences Compensation Plan.
- Fulfillment of faculty member’s approved teaching load during program participation. The only exceptions allowed are for prior existing agreements for teaching release for performing administrative duties, medical reasons, or course reduction for family accommodations (see: APM 760). Under no circumstances can faculty “buy out” course teaching while participating in the NSTP.
- Fulfillment of university service commensurate with rank and step.
- All research contracts and grants must be in good standing (e.g., no outstanding agency reports or accounts in deficit).
- Research support obligations remain fulfilled, including to current students, incoming students, tuition, benefits, research support, post-docs, etc. Faculty enrolled in NSTP have a continuing

responsibility to support such costs.

- Compliance with relevant reporting and training requirements, including laboratory safety, cybersecurity, and sexual harassment.
- Faculty eligible to participate in the Health Sciences Compensation Plan, full-time Deans, and full-time faculty administrators (see APM – 240 and 246 for definitions) are not eligible for this program.

3. Evaluation of Proposals

Prior to submission of a proposal, the faculty member must meet with the appropriate Department Business Officer/Chief Administrative Officer to verify the proposed funding source(s). Funds must come from a stable source and must be sufficient to cover the increased benefit costs associated with the increased salary. The Department Business Officer/Chief Administrative Officer will confirm that the funding source(s) is allowable and that it will remain in place for the entire fiscal year.

All charges to contracts and grants must be compliant with the Office of Management and Budget Federal Uniform Guidance regulations at 2 CFR 200, “Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.” Salaries charged to sponsored projects funded by federal sources must be accurately and appropriately calculated and certified in a timely manner.

Once the funding has been verified by the Department Business Officer/Chief Administrative Officer, the participating faculty member should submit the Proposal Form to her/his Department Chair (recommended due date of April 1).

The Department Chair and Department Business Officer/Chief Administrative Officer will review the proposal to ensure that:

- The requestor has met or will meet all teaching, research and service obligations and is in compliance with all applicable University policies, procedures, and training requirements.
- The amount requested is consistent with these implementation procedures.
- Allowable and appropriate resources are available to support the proposal including benefits costs and (if applicable) reserve funds requirement.

The Department Chair will review the proposals and forward endorsed proposals to the Dean (recommended due date of April 15). The Dean will review proposals and will forward all endorsed proposals to the EVC/P (recommended due date of May 1).

The EVC/P will review and inform the Dean of approved proposals (recommended due date of June 1), and a report will be submitted to the UC Davis Division of the Academic Senate Chair and Executive Director, which will then decide which Academic Senate committees will receive the report of the actions (Option B).

If a proposal is approved by the Chair, Dean and EVC/P, the Dean will send a notification of approved participation and a salary confirmation letter confirming the total salary for the coming fiscal year to the faculty member, Chair, Chief Administrative Officer, and college/school academic personnel office.

If the Chair does not endorse and forward a faculty member's proposal, the Chair should meet with the faculty member and if an agreeable change to the proposal is reached, any modification should be documented and the proposal forwarded as outlined above.

If the Chair does not endorse because a faculty member does not have sufficient funding, and the faculty member wishes to appeal, the Chair will inform the Dean and the Dean will review. If the Dean concurs with the Chair, s/he will communicate the finding to the faculty member and provide the faculty member a summary of review findings.

If the proposal is not endorsed by the Chair because the faculty member does not meet the minimum eligibility criteria, and the faculty member wishes to appeal, the Chair will inform the Dean and the Dean will review. If the Dean concurs with the chair, and the faculty member still wishes to appeal, the Dean will forward the proposal, the Chair's assessment and the Dean's assessment to the EVC/P (or a designee), who will in turn forward the appeal to an Academic Senate committee to be decided by the Senate's Executive Committee. The recommendation of the Academic Senate committee will be forwarded to the EVC/P (or designee), who will issue a final resolution within 14 days.

4. Approval Process

This table contains recommended intervals for the various stages in the approval process.

Action	Authority	Initial Response	Next Step/Comments
Funding Authorization	Dept Business Officer	30 days	Resolve any issues with faculty member then forward to Chair
Salary Negotiation	Chair	30 days	Negotiate with faculty member and forward endorsement to Dean
Dean Review	Dean	14 days	Review proposal and forward endorsement to EVC/P
EVC/P Endorsement	EVC/P	14 days	Endorse
Eligibility Appeals	Academic Senate Committee	14 days	Recommendation to EVC/P
Eligibility Appeals	EVC/P	14 days	Review case and issue final resolution

5. Compensation Components

Negotiations between the faculty member and Department Chair will be conducted annually to determine the total UC salary for the year. Total compensation will be established as follows:

6. Scale-Based Salary

Participating faculty will receive their full scale-based salary in addition to an optional NSTP negotiated component. This Program does not change the faculty member's basic appointment base: academic or fiscal. Those on academic year appointments remain eligible for "summer ninths" which will continue to be processed under pre-existing guidelines. The scale-based salary refers to an individual's regular scale salary plus any off-scale as approved at the time of hire or as a result of a retention offer or equity review. The scale-based salary (scale and off-scale) is considered covered compensation under the University of California Retirement Plans, UCRP, Pension Choice or Savings Choice, up to the amount permissible by Internal Revenue Code provisions and in accordance with UC policy and provisions.

7. Negotiated Salary Component

A negotiated salary component beyond scale-based salary may be negotiated annually and has a cap of 30% of the scale-based salary. The negotiated salary component is not considered covered compensation under the University of California Retirement Plans, UCRP, Pension Choice or Savings Choice.

8. Participation Effective Dates

The total UC salary rate will be effective July 1 through June 30. Newly hired faculty with mid-year start dates may participate from the appointment begin date through June 30. Increases negotiated as a result of a formal retention will be effective on July 1 of the next year. Early withdrawal from the program is allowed only upon separation from the University or as a result of an official disciplinary action (as described in APM 015 and 016 and Senate Bylaw 230) or upon appointment to an ineligible administrative appointment. Retroactive participation is not permitted.

Funding for the NSTP must be awarded and received by UC Davis prior to June 30 of the current fiscal year in order to be considered for the following year's negotiation. Funds awarded after the salary increment has been negotiated may be considered eligible compensation for the following academic year.

9. Salary Attributes

The following chart defines the normal funding source for each salary component and whether the salary component is considered covered compensation for UC Retirement plans:

Salary Component	Fund Source	Covered Compensation?
Scale-Based Salary Rate (rank/step + off-scale)	State general funds	Yes
Negotiated Salary Component	External funds	No
Summer Salary	Varies	Not covered compensation under UCRP, but special Defined Contribution benefit applies (matching 3.5% contributions from employee and employer)
Administrative Stipend (if applicable)	Varies	Yes

Only external funds will be used to support this program. “External funds” refers to any non-state-appropriated funds, such as (but not limited to) endowment or gift income, professional degree fees, self-supporting degree fees, and contract and grant support. Fund sources may come from any combination of these external funding sources; however, “External funds” does not include Indirect Cost Recovery (ICR) funds (funds 19933 and 07427). A new faculty member may be able to participate in NSTP if they bring eligible extramural funds with them; however, start-up funds may not be used for NSTP, regardless of source.

The intent of the program is that the faculty member has access to the external funds due to his or her research, teaching, or outreach activities. The funds may not be discretionary funds located in the department, school, college, or campus because they were not generated by a faculty member.

Funding must be awarded and in hand prior to June 30 of the current fiscal year to be considered for the negotiation. The fund source must cover the entire year of the proposal. There are no exceptions. Funds awarded after the salary rate for the year is established may be considered eligible compensation for the following fiscal year.

Effort for salaries charged to sponsored projects funded by federal sources must be accurately and appropriately calculated and certified.

The total UC salary -- scale-based salary rate plus negotiated component -- may not be changed for any reason during the approved fiscal year, including but not limited to: mid-year salary scale adjustments (e.g., general range adjustments or COLA), retroactive merit increases, or the receipt

of additional contract and grant funds. If a faculty member's salary is raised effective October 1 (or any other date other than July 1) due to a general range adjustment or COLA, the negotiated salary component will be adjusted downward while the covered compensation goes up so that the total UC salary remains unchanged for the fiscal year.

10. Other Additional Compensation

Additional compensation programs for faculty earning summer ninths remain intact. Faculty may earn up to three-ninths additional summer compensation for research, teaching, and/or administrative service. Summer ninths shall be paid at the total UC salary rate (scale-based plus the negotiated salary component) according to standard summer salary policies. Faculty will maximize summer ninth opportunities before utilizing this Program. If faculty participate in this Program after maximizing summer ninth opportunities, summer ninths shall be paid at the total UC salary rate (scale-based plus the negotiated salary component) according to standard summer salary policies. Any portion of a ninth paid for service in June shall be based upon the individual's salary in effect on June 30.

If summer salary compensation is based on the academic year salary, Summer Session teaching compensation will be based upon the total UC salary rate (scale-based plus the negotiated salary component) in effect on June 30 of the calendar year in which the Summer Session begins.

All applicable Federal policies still apply. For example, a maximum of 2/9ths summer salary or the equivalent amount of academic year salary may be charged to NSF grants. Agency (e.g., NIH) salary caps must be observed and neither state funds nor ICR funds (19933 or 07427) may be used to pay the cap gap.

11. Administrative Compensation

Stipends issued for official administrative roles may not be included in the negotiated salary component and must be recorded as separate payments. Classification of official administrative roles will be determined in accordance with campus practice.

12. Leaves of Absence

While leaves may not be common for NSTP participants, sabbatical leave and other leaves with pay will be granted at the total UC salary rate (which includes the NSTP salary) in effect during the period of the leave. State funds may be used only for the portion of a sabbatical leave related to a faculty member's scale-based salary. Plans for leave will be proposed to the Department Chair according to current procedures.

Medical leave will be granted at the total UC salary rate through June 30 of the year of the leave

(see APM – 715). If external fund restrictions preclude payment of medical leave, the department must provide appropriate unrestricted funds to ensure full payment of the total negotiated salary (note: the negotiated component cannot be paid through state or ICR funds). The department shall first use NSTP reserve funds for such costs, if any. The University is under no obligation to continue the negotiated salary component if the medical leave continues into the next salary negotiation cycle (7/1 - 6/30).

13. Intercampus Transfers

Temporary intercampus appointments, including Faculty Consultant payments, will be based on the total UC salary rate in effect during the temporary appointment. For permanent intercampus transfers, APM 510 applies. The negotiated salary component may not be a factor in determining a competing UC offer (see Appendix A in APM – 510). If the recruiting campus is participating in the NSTP, the faculty member must negotiate a new proposal with his/her new campus. A start-up package in intercampus recruitment cannot include funds to support a negotiated salary component.

14. Overload Teaching

If any portion of the negotiated salary component is based on overload teaching in a self-supporting UC program, the appropriate number of consulting days must be forfeited in accordance with APM 025.

15. Financial Responsibility and Reserve Fund

The Dean or her/his designee is responsible for managing funding of the negotiated salary program and will cover a faculty member's total UC salary for the entire fiscal year period (July 1 to June 30). The Dean will establish a sufficient reserve fund to serve this purpose.

Funding obligations for the total UC salary (including negotiated component), as well as other research responsibilities such as reserve fund requirement, NIH salary cap gap, graduate student support, salary threshold levels, research equipment, benefits, salary raises, etc., must be met and therefore must be determined during the negotiation process.

Where applicable, the reserve fund will be built via the accumulation of faculty released base-salary by supporting a portion of the base on non-state sources. A faculty member participating in the NSTP is required to release base-salary equal to 10% + the percentage benefit rate of the negotiated component. If a faculty member loses funding during the annual negotiated year period, the department must assure the faculty member receives his/her total negotiated UC salary for the year.

The reserve fund account minimum balance will be set by the Dean or his/her designee, according to the number of participating faculty and the likely projected need for a disbursement in the event of an unexpected loss of extramural funds (e.g., inability to work for medical reasons, federal agency shutdown, etc.). If accumulations fall below this level, an increase in contribution rates or a transfer of non-state- appropriated general funds will be required to bring the balance to the required level in time for appropriate notification of faculty submitting NSTP applications for the following fiscal year, and faculty must be notified at the time of the annual call for proposals by the dean that there may be an increased level of contribution to the fund.

Use of any reserve fund surplus (e.g., for graduate student support in the entire college/school other than TA positions) will be reviewed by the Faculty Executive Committee in the affected college/school and approved by the Dean and the EVC/P.

Reserve account accumulations and expenditures are to be reported annually to the EVC/P and to the Office of Budget and Institutional Analysis, including what faculty consultation occurred regarding the use of the funds, and how they were distributed.

16. Reporting

The EVC/P is responsible for reporting on campus participation to the systemwide Provost annually.

17. Notification, Documentation and Implementation

Approved proposals will be documented in writing and signed by the faculty member, Department Chair, Dean, and EVC/P.

Department Responsibilities:

- Forward the EVC/P's annual call to the departmental faculty
- Document the funding authorization process used for all proposals
- Document the methodology used to determine the negotiated salary component in each case
- Issue an annual salary confirmation letter from the Dean to the Chair and faculty member
- Arrange to enter the negotiated salary in the payroll system
- Perform a post-audit of the salary implementation in payroll
- Provide annual documentation of teaching and service activities and extramural expenditures for graduate students for all participating faculty. Explain changes in student support levels
- Comply with all data collection and reporting requirements.

Dean's Responsibilities:

- Notify the EVC/P as to which departments will participate
- Ensure all participation criteria have been met and maintain documentation of reviews

- Forward to EVC/P information on proposed faculty participation
- Ensure payroll action matches the approved negotiated salary amounts
- Report funding summary to the EVC/P
- Comply with all data collection and reporting requirements.

EVC/P Responsibilities:

- Issue annual call to participating units
- Report negotiated salaries to the Academic Senate, which will seek consultation from the appropriate committee(s)
- Review faculty appeals of negative findings by the Dean and Department Chair following Academic Senate consultation
- Maintain appeal resolution documentation
- Notify the faculty member, Department Chair, and Dean of approved plans
- Maintain open communications with Academic Senate on implementation issues and concerns
- Serve as Office of Record for approved proposals
- Forward the campus Implementation Procedures to the systemwide Provost for approval
- Provide annual report to the divisional Academic Senate
- Prepare data for systemwide Provost annually as required by Office of the President.

Academic Senate Committee(s) Responsibilities:

- Review list of negotiated salaries.
- Review faculty appeals of negative findings by the Dean and Department Chair where eligibility is at issue.
- Review post audit annual reports on participation; provide feedback to EVC/P if there are issues or concerns.

Academic Council Responsibilities (both divisional and systemwide):

- Receive annual report on NSTP phase two participation and metrics. Forward to appropriate divisional and systemwide committees for analysis and input.
- Respond to review of NSTP after year three of phase two.

Appendix: Basic Program Document

The Negotiated Salary Trial Program (NSTP) plays an important role for the University in managing its recruitment and retention challenges. For the five years from July 1, 2013 through June 30, 2018, UC has had the NSTP on three campuses: UC Irvine, UCLA, and UC San Diego. In year four of the trial program, a joint Senate-Administration Taskforce reviewed the program and offered recommendations on possible continuation of the trial. After considering input received during a systemwide review of the Taskforce recommendations, UC Provost Brown extended the program for an additional four years, with the possibility of an additional wind-down year, should the program be terminated or transitioned to APM policy. This Basic Program Document includes revisions of the 2012 program document that update it to match the program as issued by the Provost in 2018.

This second phase of the NSTP will run from July 1, 2018 through June 30, 2022, with a possible wind-down year of 2022-2023.

This Basic Program Document is a general statement of the NSTP; other operational details of the program are contained in the “NSTP Phase Two Implementation Procedures” (February 2018) template that each campus must follow in developing its own implementation guidelines. Both documents have been updated in 2018.

A. Program Components

The four-year Negotiated Salary Trial Program (NSTP), phase two, will extend participation to any UC campus indicating to the UC Provost its intent to take part. Participation for new campuses began on July 1, 2018 or July 1, 2019. Eligible faculty will be able to voluntarily contribute external fund sources toward their total salary, with the negotiated salary amount funded through external funds. The amount of negotiated salary will have a cap of 30% of the base salary (academic or fiscal, including off-scale); and the Dean or designee will have responsibility for managing funding of the negotiated salary program. Merit review will continue according to campus policy, and each participating campus will determine the appropriate role for its Committee on Academic Personnel (CAP) or equivalent committee.

UCI, UCLA, and UCSD have indicated that they are continuing in phase two of the NSTP. For other participating campuses, academic administration will consult with their Divisional Senate on potential participation. Once participation has been agreed to, the Executive Vice Chancellor/Provost (EVC/P) on each campus will coordinate with divisions/schools/departments that will take part.

Ladder-rank and in-residence faculty who have advanced in rank or step in their last academic review (or equivalent satisfactory review) are eligible, provided the faculty member’s campus and division/school/department has opted to participate. HSCP members and full-time deans and faculty administrators (as defined in APM – 240 & 246) are not eligible.

Faculty responsibilities: Participating faculty are expected to meet all teaching, research and service obligations and to be in compliance with all applicable University policies, procedures, and training requirements. The campus will ensure that policies about the buy-out of teaching are maintained.

Fund management: Only external funds will be used to support this program. “External funds” refers to any non-state-appropriated funds, such as (but not limited to) endowment or gift income, professional degree fees, self- supporting degree fees, and contract and grant support. The Dean or his/her designee will have responsibility for managing program funds, reviewing the availability of F&A, and covering any unforeseen shortfalls. General Funds cannot be substituted for external funds in support of the program.

The intent of the program is that the faculty member has access to the external funds due to his or her research, teaching, or outreach activities. The funds should not be discretionary funds located in the department, school, college, or campus.

In the case of the recruitment of permanent inter-campus transfers, APM-510 applies. The Negotiated salary component may not be a factor in determining a competing UC offer (see Appendix A in APM 510). If the recruiting campus is participating in the NSTP, the faculty member must negotiate a new proposal with his/her new campus. A start-up package in inter-campus recruitment cannot include funds to support a negotiated salary component.

The total negotiated salary will be comprised of 1) the salary covered under the University of California Retirement plans (scale base plus off- scale components), for those in UCRP, Pension Choice or Savings Choice (faculty will remain on pre-existing appointments [either academic or fiscal]; those on academic year appointments remain eligible for summer ninths which will continue to be processed under pre-existing guidelines); and 2) a negotiated salary component that is not covered compensation. Negotiations will be conducted annually to determine an individual’s total negotiated salary for the following year. The total negotiated salary must be effective for one full year, corresponding with the University fiscal cycle of July 1 – June 30 and may not be changed during that year. The faculty member’s salary (scale plus off- scale) will not be permanently affected (neither increased nor decreased) as a result of participating in this program.

As outlined in the campus Implementation Procedures, eligible faculty members will work with the department chair and department business officer to develop a proposal for a negotiated salary, with proposals approved by the dean and reviewed at the campus level.

Application forms: Each participating campus will collect common applicant information, as detailed on the systemwide template form, available from the Office of the President. This common reporting will allow for the collection of data to inform analysis of the program in phase two.

Reporting/Review: At the end of each fiscal year, the systemwide Provost will gather (from each EVC/P whose campus is participating) data on the program, compile it, and share in an annual report on the program to be distributed to the Council of Vice Chancellors (COVC) and the Academic

Senate. Details of the report are listed below in section B. A comprehensive review will be undertaken after year three of phase two of the program.

Implementation: This document will serve as the Basic Program Document with all items outlined here to be constant among all participating campuses. The systemwide Provost will also develop “NSTP Phase Two Implementation Procedures,” a template with procedural details of running the program on campus. Each campus will adapt this template to its own approval and review structures. Any departures from this Basic Program Document and the “NSTP Phase Two Implementation Procedures” must be approved by the systemwide Provost.

When Federal projects are involved, the program must be compliant with Federal Uniform Guidance regulations at 2 CFR 200, “Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards.” Participating faculty retain their obligation to abide by University policy including Conflict of Interest, Conflict of Commitment, the Faculty Code of Conduct, and the policy on the requirement to submit proposals and receive awards for grants and contracts through the University.

Duration and termination: Phase two of the program will run for four years, beginning July 1, 2018, with a full review after the third year. At that time, the systemwide Provost, Academic Senate, and the COVC will determine the advisability of adding policy language to the APM or terminating the NSTP. A wind-down year may be necessary at that point if the trial program is not replaced by APM policy. The systemwide Provost may suspend the NSTP effective June 30 of any year should the program be deemed to put the University at risk; an individual campus EVC/P may suspend campus participation effective June 30 of any year.

In the 2019-2020 year, each participating campus will provide the systemwide Provost with a plan for possible rescindment at the end of phase two of the NSTP.

B. Metrics, Data Collection, and Reporting

The systemwide Provost will appoint a Senate-Administration Working Group to develop appropriate metrics and data collection for phase two of the NSTP. The group will review current data collection and metrics and recommend data that should continue to be collected, data that is no longer necessary to collect, and new data that should be collected during phase two of NSTP. The Working Group will determine data collection that allows for analysis of any differences in gender and race/ethnicity between those enrolled in NSTP and others in their units who are not enrolled. The data collected should also allow for review of the impact of the program on faculty recruitment and retention, research expenditures, department morale, funding sources, graduate education, post-doctoral training, teaching loads, and program administration costs. Survey data will also be considered as an option. Appendix F in the June 22, 2017 Negotiated Salary Trial Program (NSTP) Fourth Year Taskforce Report will be a guide for the Working Group.

At the end of each fiscal year during phase two, Academic Personnel and Programs at the Office of the President will prepare an annual report on NSTP, informed by the recommendations of the Working Group, and drawing on the data collected from all participating campuses. The report will be shared with the Academic Senate and the COVC. Each campus has the option to develop additional information that will assist its administration of the program.

A comprehensive review at the end of the third year of phase two will assess whether and to what extent NSTP has advanced University goals and will recommend whether it should be added to APM policy or terminated.