



# University of Colorado

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## BOARD OF REGENTS

### Policy 11.B: Faculty Salary

#### 11.B.1 Introduction

(A) The university recognizes the importance of its faculty and the need to invest resources in them to develop and maintain the capacity to achieve its mission. A fundamental purpose of the University of Colorado is the teaching of students; it is faculty members who provide that instruction. The faculty convey the latest information and techniques to students so that graduates can be locally, nationally, and internationally competitive. A second fundamental purpose of the university is to generate new knowledge. Faculty members define the cutting edge of their fields of knowledge through their scholarly work, which also strengthens the education of their students. Faculty members contribute to the university's well-being, mission, and operations through shared governance and leadership and service to the institution and the community.

~~(A)(B)~~ Faculty compensation is an importanta major factor in attracting ~~and~~ retaining and rewarding highly qualified faculty and maintaining quality academic programs. It ~~should~~ shall be a priority in annual budgetary planning.

~~(B)(C)~~ A faculty member's salary is determined by the initial base salary, subsequent annual adjustments, and, where relevant, additional pay.<sup>1</sup>

#### 11.B.2 Annual Salary Adjustments

(A) Annual adjustments to an individual's salary may be the result of:

(1) annual merit evaluation process;

~~(1)(2)~~ increases to address market, career merit, salary equity, promotion, or institutional priorities; and/or

~~(2)(3)~~ annual merit evaluation process; and/or

~~(3)(4)~~ additional pay or non-base building increases.

(B) Annual salary adjustments are typically implemented on July 1.

(C) Each campus shall develop a plan for allocation of the annual merit pool to schools/colleges and other academic and administrative units. The campus plan shall not include salary recommendations for individual employees.

(1) ~~With the support of t~~The administration shall provide, the campus faculty assembly ~~shall have with~~ the opportunity to review the campus plan for allocating the merit pool.

(D) Based on the dean's authority and responsibilities as the principal academic and administrative officer of a school or college (see Regent Policy 4.A), the dean determines the merit pool allocation to primary units within a school or college.

(E) Notwithstanding any other term or provision of this policy, the chancellor has authority to negotiate a salary increase as a part of an approved retirement incentive agreement for an eligible faculty member. See corresponding Administrative Policy Statement.

### 11.B.3 Determining Annual Salary Adjustments

~~(A) As stated in Section 11.B.2(A), Annual salary adjustments may be given to: 1) address market, career merit, salary equity, promotion, or institutional priorities; 2) provide an increase based on the annual merit evaluation; and/or 3) provide additional pay or a non-base building increase.\*~~

~~(B)(A) Market, Career Merit, Salary Equity, Promotion, and Institutional Priorities~~

~~(A) Campuses shall have a transparent process for evaluating needs and awarding salary increases to address market, career merit, salary equity, promotion, and institutional priorities. The dean shall make initial recommendations for increases for individual faculty members. Those recommendations shall be forwarded to the provost and/or chancellor.~~

### ~~(C)~~(A) Annual Merit Evaluation Based Salary Adjustments<sup>1</sup>

(1) Teaching, scholarly/creative work, leadership and service activities and expectations vary widely across and within primary units. For this reason, the unit level annual evaluation process should reasonably include both objective and subjective professional judgments. Reducing the inherent complexity of faculty activities to a strict formula is discouraged.

(2) Determinations of merit shall be based on primary unit processes that are clearly articulated in a written document ~~primary unit processes~~.

(a) The faculty of the primary unit shall develop, in consultation with the chair, dean, and the provost, a process for annual merit evaluation. As described in Regent Policy 5.C.4(B), this process shall be based on peer review, with exceptions at the Anschutz Medical Campus.<sup>1</sup> The evaluation process shall be made known to all faculty members within a unit.

(b) The primary unit annual evaluation process shall consider teaching, scholarly/creative work, leadership and service, and where applicable, other activities specific to the unit (e.g., clinical activity, librarianship). The primary unit evaluation process shall lead to a determination of performance in each category.

(c) Each primary unit shall have a ~~clearly articulated~~ mechanism that captures a uniform set of parameters for annual activities in teaching, scholarly/creative work, leadership and service, clinical activity and other relevant categories, including, as appropriate, information not captured on the report of annual activities (e.g., faculty course questionnaire data, class size, course modality, research expenditures).

This mechanism shall be clearly articulated in a written document that is available to all faculty members in the unit.

(d) Separate evaluation scores shall be generated in each category of activities (e.g. teaching, scholarly/creative work, leadership and service, clinical activity). The merit evaluation process shall consider the individual's agreed upon workload for the evaluation year. The overall merit score shall be the weighted combination, based on workload, of the individual category scores.

(e) In any given year, pPrimary units may choose to evaluate parameters (e.g., publications) over based on performance over multiple years (up to five years) to reflect ongoing activities that may not yield measurable results in any given single year. ~~Parameters for multiple year evaluations shall be the same as the individual year parameters.~~

(f) See corresponding Administrative Policy Statements on faculty performance evaluation and methods of teaching evaluation.

(g) The administration may review the performance scores produced by the faculty process to evaluate, as appropriate, intra- and inter-unit consistency.

(3) Each faculty member shall have access to the results of their annual merit evaluations.

(4) Each school and college shall have a transparent process for making initial recommendations for salary adjustments for individual faculty members based on their annual merit score. The initial recommendation shall be reviewed by the dean who will shall then issue a recommendation to the provost and/or chancellor.

#### (B) Market, Career Merit, Salary Equity, Promotion, and Institutional Priorities

(1) Campuses shall have a transparent process for evaluating needs and awarding salary increases to address market, career merit, salary equity, promotion, and institutional priorities. The dean shall make initial recommendations for increases for individual faculty members. These recommendations shall be forwarded to the provost and/or chancellor.

~~(D)~~(C) A faculty member's total base salary adjustment shall include the merit-based salary adjustment and any salary adjustments to address market, career merit, salary equity, promotion, and institutional priorities. The provost shall review the dean's recommendations for all forms of salary adjustment and issue a final recommendation to the chancellor. The chancellor shall have final approval authority.<sup>1</sup>

~~(E)~~(D) Each faculty member shall have access to a copy of their salary recommendations from all administrative levels.

#### ~~(F)~~(E) Additional Pay and Non-base Building Increases

(1) Faculty members may be awarded non-base building salary adjustments based on merit and in accordance with specific criteria and guidelines

approved by the campus chancellor. These increases may be awarded for no more than one academic year at a time; however, they may be renewed in subsequent years.

(2) Additional pay may be awarded to employees who perform work outside their regular duties or at a substantially higher level than their regular assignment. This may include teaching or other work beyond the faculty member's standard assignment and is not associated with a differentiated workload.

(3) A faculty member who has an administrative appointment may qualify for an administrative supplement with approval by the dean and, as may be required, the provost, chancellor or president.

(4) Approved monetary recognition or achievement awards may also be issued as additional pay.

#### 11.B.4 Appeal Processes<sup>1</sup>

(A) Faculty members who are not satisfied with their annual performance rating may request a peer review based on primary unit or school/college procedures. See the corresponding Administrative Policy Statement on faculty performance evaluations.

(B) ~~A-f~~Faculty members ~~who is-are dissatisfied-not satisfied~~ with their annual salary ~~has-have~~ the right to appeal through campus defined administrative processes.

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<sup>1</sup> At the Anschutz Medical Campus, academic units that have approved alternative faculty compensation plans shall follow the requirements of those plans. Such plans may include terms and procedures that differ from those contained in this Regent policy.