

1 **Policy 11.B: Faculty Salary**

2 11.B.1 Introduction

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

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

17 ~~(B)(C)~~ A faculty member's salary is determined by the initial base salary, subsequent
 18 annual adjustments, and, where relevant, additional pay.*

19 11.B.2 Annual Salary Adjustments

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

21 ~~(1)~~ annual merit evaluation process;

22 ~~(1)~~ increases to address market, career merit, salary equity, promotion, or
 23 institutional priorities;

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

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

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

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

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

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

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

40 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~~

~~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.~~

~~(C)(A) Annual Merit Evaluation Based Salary Adjustments*~~

- (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 annual 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.* 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 annual merit evaluation process shall consider the individual's agreed upon workload for the evaluation year. The overall annual merit score shall be the weighted combination, based on workload, of the individual category scores.

- 85 (e) ~~In any given year, p~~Primary units may choose to evaluate
86 parameters (e.g., publications) ~~ever-based on performance over~~
87 multiple years (up to five years) to reflect ongoing activities that
88 may not yield measurable results in ~~any given single~~ year.
89 Parameters for multiple year evaluations shall be the same as the
90 individual year parameters.
- 91 (f) See corresponding Administrative Policy Statements on faculty
92 performance evaluation and methods of teaching evaluation.
- 93 (g) The administration may review the performance scores produced
94 by the faculty process to evaluate, as appropriate, intra- and inter-
95 unit consistency.
- 96 (3) Each faculty member shall have access to the results of their annual merit
97 evaluations.
- 98 (4) Each school and college, including primary units as appropriate, shall
99 have a transparent process for making initial recommendations for the
100 portion of total salary adjustments for individual faculty members based
101 on their annual merit score. The initial recommendation shall be reviewed
102 by the dean who ~~will~~ shall then issue a recommendation to the provost
103 and/or chancellor.

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

- 105 (1) Campuses shall have a transparent processes for evaluating needs and
106 awarding salary increases to address market, career merit, salary equity,
107 promotion, and institutional priorities. -These processes should also
108 consider and address inequities arising from these related adjustments.
- 109 (2) The dean chair shall make initial recommendations for increases for
110 individual faculty members. These recommendations shall be forwarded
111 first to the dean and then to the provost and/or chancellor.

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

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

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

- 121 (1) Faculty members may be awarded non-base building salary adjustments
122 based on merit and in accordance with specific criteria and guidelines
123 approved by the campus chancellor. These increases may be awarded
124 for no more than one academic year at a time; however, they may be
125 renewed in subsequent years.
- 126 (2) Additional pay may be awarded to employees who perform work outside
127 their regular duties or at a substantially higher level than their regular

128 assignment. This may include teaching or other work beyond the faculty
129 member's standard assignment and is not associated with a differentiated
130 workload.

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

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

136 11.B.4 Appeal Processes*

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

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

143 _____

144 * At the Anschutz Medical Campus, academic units that have approved alternative faculty
145 compensation plans shall follow the requirements of those plans. Such plans may include
146 terms and procedures that differ from those contained in this Regent policy.

147 148 149 Explanation of terms used in Regent Policy 11B:

150 **Additional Pay**

151 ~~Additional pay is a non-base building increase to salary authorized when an overload~~
152 ~~assignment is necessary to carry out the responsibilities of the university and the employee's~~
153 ~~normal workload cannot be adjusted to permit the proposed work to be done as part of their~~
154 ~~regular duties. Administrative stipend, faculty fellowships and grants, and recognition and~~
155 ~~achievement awards constitute forms of additional pay.~~

156 157 **Administrative Stipend**

158 ~~An administrative stipend is a form of additional pay authorized to be added to annual salary,~~
159 ~~either monthly or as a single amount, for additional duties or services the employee provides~~
160 ~~outside the primary position's scope of responsibilities. Administrative stipends are time-specific~~
161 ~~and shall not continue beyond the termination of the additional administrative duties.~~

162 163 **Career Merit**

164 ~~Merit is the constant principle on which salary increases are made, but, because the salary~~
165 ~~merit pool varies from year to year, the actual amount of merit increase "reward" that a faculty~~
166 ~~member gains receives for meritorious their performance can vary from year to year. Two~~
167 ~~faculty members who begin with the same salary and who have an overall equally productive~~
168 ~~records could find themselves, after 5 or 10 years, with different salaries simply due to~~
169 ~~variations in the merit pool from one year to the next and the timing of their productivity.~~
170 ~~Evaluations using career merit allow a unit to remedy any inadvertent discrepancies caused by~~
171 ~~the vicissitudes of budgets and timing.~~

172 173 **Equity**

The university is committed to equity for all members of the faculty and protected classes minorities and women and has followed a practice of periodic equity reviews of the salary profiles of these groups to compared to others to similarly situated faculty in the primary unit. Each campus also now has a process for reviewing the salary grievances_ of individual faculty to ensure equitable evaluation of merit.

Market ~~Increments~~Adjustments

Market ~~increments~~adjustments are increases in salaries given to departments the primary unit and/or individuals to match significant competitive changes in the salary available to members of a particular discipline or specialty at comparable institutions. At times, shortages drive up the salaries of specialists in a field; in order to keep valued faculty in these fields and maintain quality at the university, market increments are provided.

Merit

Merit is the ~~historical~~ basis for all salary increases at the University of Colorado. Peer evaluation of faculty performance in the areas of teaching, ~~research~~scholarly/creative work, and leadership and service, as well as other activities relevant to their specific unit forms the basis for merit increases. Salary adjustments or increases that take into account market, career, equity, or structural factors must be simultaneously based on merit.

Non-Base Building Salary

~~Non-base building salary, authorized as additional pay, may come in the form of a stipend, fellowship, grant or award. Like other types of salary, it must be granted on the basis of merit. Non-base building salary may be authorized if funds are available and for no more than one year at a time. Recipients may be eligible to receive non-base building salary in subsequent years, but the university is under no obligation to renew the award. The use of non-general funds as the source for such salary is encouraged. Campuses that provide non-base building salary must develop specific guidelines with criteria for such awards. Criteria and sources of funds must be approved in advance by the chancellor. Non-base building salary is one of the university's strategies to increase resources for the faculty.~~

Primary Unit

Primary unit refers to the unit composed of professional colleagues having authority to make personnel recommendations. In schools, colleges, or libraries with departmental organizations, each department will constitute a primary unit. In a school, college, or library without such organization all tenured and tenure-track faculty members shall have responsibility for developing the terms of their working structure whereby the primary unit is defined.

Salary Adjustments

~~Salary adjustment refers to either increases or decreases in salaries.~~

Salary Pool

The ~~term~~ salary pool, ~~refers to the maximum average percentage increase in salary~~ approved annually by the Board of Regents, supports both annual merit evaluation based salary adjustments and adjustments for market, career merit, salary equity, promotion, and institutional priorities.

Structural Adjustments

~~Structural adjustments are granted to whole units or categories of faculty when it is determined that the entire structure of salaries is out of alignment. For example, salary compression for senior faculty could lead to the decision to make structural adjustments to the salaries of full professors.~~