

## **COMPENSATION**

Full-time faculty are employed either on a two-semester (or three-quarter) academic year basis or a twelve-month term. Those members of the full-time faculty who are employed on a two-semester (or three-quarter) basis are free of college duties for one semester (quarter) or two summer sessions each year. Faculty on academic-year appointments who accept additional teaching appointments for a semester or quarter outside of their base contract will receive payment at the rate per the guidelines developed by the college/school dean with faculty input and provost approval. Guidelines should include a minimum and maximum compensation for additional teaching appointments.

Employment contracts for faculty have a standard format throughout the university for incorporating personnel classification, rank and title, tenure status, salary, and fringe benefits.

Salary at the time of employment shall be established by negotiation between the individual faculty member and the university. Such factors as educational achievement, prior experience, the level at which the individual is to be hired, prevailing salaries in the individual's specialty, the type of activity expected, and the resources available within the unit and university shall be considered in determining the appropriate salary level.

Subsequent salary increases at the university are made on the basis of merit in the areas of teaching, research/scholarship/creative activity, and service, and/or on the basis of equity adjustment.

### **A. Merit**

#### **1. Function of Merit**

Merit evaluation has two main purposes: guidance and reward. In terms of guidance, the merit report from the merit committee and the unit head should show each faculty member where they are doing well and areas where improvement is needed. Because the results of merit evaluations are required in subsequent reappointment, promotion, or tenure considerations, these evaluations should accurately and substantively reflect the actual performance of the evaluated individual.

Merit evaluations offer qualitative and/or quantitative assessments of how well individual faculty members are carrying out their contractually defined responsibilities. A determination of merit in the areas of teaching, research/scholarship/creative activity, and service encompasses a range from unsatisfactory performance to satisfactory performance to performance that is exceptional. A particular individual may perform at different levels of merit in each of the three areas and an overall merit assessment balances these levels of performance in light of the particular workload assignment of duties (as agreed upon by the faculty member and their unit head) for the period under review and the expectations that may have arisen from previous merit evaluations.

In terms of reward, the merit evaluation should have a significant impact on salary raises. Within the constraints of the available merit pool for a particular year, the

differences in the amounts of raises should be substantial so that, after several years, faculty members who have been consistently doing higher quality work will have salaries significantly higher than their peers whose work is of lesser quality.

## 2. Process for Determining Merit Criteria

The criteria for evaluating merit are determined by the full-time faculty of the department (or the relevant academic unit where departments do not exist). Because differences exist among academic units, no single process is universally mandated.

The academic unit maintains written procedures for determining merit criteria that must include procedures for faculty who have:

- a. 100% appointment in the unit,
- b. Joint appointment and this is the primary unit,<sup>1</sup> and
- c. Joint appointment and this is a secondary unit.

These criteria must be established and approved by the full-time faculty of the academic unit prior to the merit evaluation period; must be consistent with the workload policy and other merit criteria (e.g., tenure and/or promotion guidelines); and must be approved by the college dean and provost.

Evaluations for merit shall be performed early in the spring semester, with the assessment covering the previous calendar year. The process begins when the faculty member submits their annual performance documents as defined by their academic unit. The unit evaluation process must include some form of written documentation detailing each faculty member's activities during the year under review, must involve more than one person's judgment, and must include a peer evaluation component along with a performance evaluation by the academic unit head (i.e., school dean, department chair). The peer evaluation component shall be used as the foundation of the unit head's recommendation for salary increase.

If an individual fails to fulfill contractual responsibilities,<sup>2</sup> this failure shall be taken into account in assessing the overall performance notwithstanding the potentially meritorious activities reported. The effect of this failure shall be to reduce the award of merit salary increases to that individual. Substantial or persistent failures of this kind shall render the overall performance of the faculty member unsatisfactory and shall preclude the award of merit increases of any kind to that individual.<sup>3</sup>

## 3. Communication of Merit Evaluations

### a. *Academic Unit level*

All faculty members shall be given specific written feedback by their evaluators (according to the unit procedure) in regard to the outcomes of their merit review. At minimum, the feedback shall provide the basis for the merit evaluation in the areas of teaching, research/scholarship/creative activity, and service, as appropriate to each individual's workload. In addition, strengths shall be identified and any area(s)

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<sup>1</sup> As stated in the faculty member's appointment letter.

<sup>2</sup> Such responsibilities are normally set forth in documents such as initial appointment contracts, appointment renewals, workload policies, salary confirmations, and this *Faculty Handbook*.

<sup>3</sup> Such reduction or withholding of merit shall not foreclose the imposition of other disciplinary sanctions in appropriate cases.

of relative weakness shall be coupled with recommendations for improving performance in that area. For faculty with joint appointments in two or more units, the secondary unit head(s) shall provide a written evaluation that comports with the merit criteria of the secondary unit(s).

At least one week prior to the point when academic unit recommendations are submitted to the college dean, faculty shall be informed in writing of each merit determination (e.g., from the merit committee and from the unit head). Unit heads must share with the dean any material changes they make from merit committee recommendations. Academic units are also encouraged to consider the implementation of in-person feedback with individual faculty members for the purpose of clarifying the basis of the merit evaluation and the provided recommendations for improvement.

At the same time, all faculty members in an academic unit shall be advised by the unit head of the average and range of merit scores of their unit for each performance area – teaching, research/scholarship/creative activity, and service – as well as the average and range of summative merit scores of their unit.

b. *College level*

Unit heads shall submit a summary explanation of the basis for recommended salary increases to the college dean. Any adjustments by the college dean and/or the provost to these determinations shall be made in discussion with the respective unit head of the primary and/or secondary unit(s). Deans must share with the provost any material changes they make from unit head recommendations.

Faculty shall receive written notification of the new salary that includes the salary adjustment determined from merit in their appointment letter.<sup>4</sup>

4. Appeals

- a. At the academic unit level, faculty members may appeal in writing to the unit head as determined by the unit's governance documents within one week of receipt of their unit letter. The unit head shall communicate their decision on the appeal, along with the basis for their decision, in writing to the faculty member within one week of receipt of the faculty member's appeal.
- b. At the college level, faculty members may appeal in writing to the college dean within one week of electronic notification to the faculty member that their appointment letter is available. The dean shall communicate their decision on the appeal, along with the basis for their decision, in writing to the faculty member. College deans shall make every effort to respond to appeals such that final determinations are made prior to the new fiscal year beginning. The dean's decision is final.

Where the appropriate unit or college has failed or refused within a reasonable period of time to conform to the procedures in above sections 2-3, the provost shall adopt such procedures as the provost deems fair, reasonable, and appropriate to evaluate the merit and/or distribute the salary increases. Any individual or group who feels that a

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<sup>4</sup> For individuals with joint appointments, the written notification must include each unit's unique salary contribution.

procedural error has occurred during the merit consideration may consult with the provost's office.

## B. Equity

### 1. Process

Equity increases are separate and distinct from merit programs. Equity adjustments are not to be used to circumvent the university merit programs. Equity increases address such factors as:

- a) An individual's salary places him or her below peers of comparable accomplishment in an individual unit;
- b) Elevation of salaries to those of comparable units in other institutions;
- c) Provision of raises to equalize salaries of faculty of comparable rank and accomplishment in the same discipline;
- d) Provision of raises to reduce salary compression between faculty of different levels of accomplishment in the same discipline;
- e) Merit pools or procedures have failed over time to provide just rewards for faculty performance;
- f) Promotion of other strategic planning priorities of the university.

Every third year (staggered across colleges) University Decision Support shall provide the dean with scatter plots of faculty salaries versus years in rank, pooled by rank, along with salary data for college match-mates that were approved by the college faculty and dean. The dean shall review for consistency between actual earnings and the dean's perception of overall actual achievement.

The deans shall provide a written report of this audit to the provost, with accompanying data, and provide recommendations for equitable raises to adjust salaries accordingly. Deans shall also provide an abbreviated report of this audit to faculty that is redacted or edited to preserve privacy and anonymity but contains sufficient information for faculty to evaluate their own salary in light of the equitable factors listed above.

A request for equity adjustment may be made by a college dean, a unit head, or an individual faculty member based on factors above (B.1.a-f). Equity requests are due to the dean by October 15. In considering the request, deans may refer to recent salary data sets or request new ones if their data are older than one year. If the dean agrees with the request, they shall provide a written request to the provost, with accompanying data, and provide a recommendation for an equitable raise. If the dean does not agree, they shall inform the faculty member in writing that the dean has reviewed the salary data and determined that the salary is appropriate. The dean's decision about the equity request shall be communicated to the faculty member by letter no later than December 1, noting the new salary. If an equity increase has been approved, the faculty member will receive retroactive pay back to the previous July 1.

### 2. Appeals

Appeals can be made to the unit head or the dean within two weeks of receipt of the dean's decision. Otherwise, the dean's decision on equity is final. Deans will determine whether the unit head or the dean handles appeals for their college/school.

3. Additional Information

Equity increases come out of the raise pool before merit distribution. In no year will equity increases constitute more than 15% of the merit pool in any college.

Any individual or group who feels that a procedural error has occurred during the equity consideration may consult with the provost's office.

C. Protected class-based issues

Any suspicion of a protected class-based equity issue (e.g., female faculty are paid systematically less than male faculty) should be brought immediately to the attention of the provost and the Office of University Equity and Compliance for investigation and appropriate correction. Such corrections would not come from the raise pool.

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