

Policy: 2-59 Rev:
Date: August 14, 1990

Subject: UNIVERSITY SALARY POLICY

I. PURPOSE

The purpose of the university's salary policy is to define salary and wage adjustments, at least in general terms, within the diverse and complex nature of the university, and then balance the three fundamental principles of merit, market pressures and equity, which it deems central to such adjustments in salaries and wages. These three fundamental principles will be taken into consideration each year, utilizing faculty salary comparisons with peer institutions; staff salary comparisons with the local marketplace, expanded to the region and nation where appropriate; and internal equity studies for positions that are comparable across campus.

II. REFERENCES

[Policy and Procedure 2-61](#), Permanent Staff Wage and Salary Administration

[Policy and Procedure 8-3](#), Section V.B.6. Duties and Responsibilities of Department Chairs

[Policy and Procedure 9-5.6](#), Section 9 E.1. Appointments, Retention, Promotion and Tenure

III. POLICY

All salary increases are to be based upon a responsible and conscientious assessment of individual merit and performance, promotion and tenure as applicable, internal equity and an appropriate sensitivity to specific market factors.

A. Merit

There should be an annual performance review process for all faculty and staff as part of a merit-based salary program. Each unit is responsible for developing the appropriate review process and jobrelated performance criteria. These reviews should also be used to document outstanding performance or less than satisfactory service.

B. Equity

Salary deliberations should take into account salary equity within the department and across campus where applicable.

A conscientious effort should be made in salary administration to assure that all employees are dealt with fairly and equally, without bias or favoritism. Salary equity analyses distributed by the Office of Equal Opportunity and Affirmative Action should be used to evaluate salary differences to ensure that they are justified and adequately documented. Significant differences in salary levels for comparable jobs should be based upon differences in individual job performance and longevity. (Also see [Policy and Procedure 2-61](#), III.)

C. Market Pressures

Salary deliberations should include evaluation of market sensitive positions where failure to provide competitive compensation could result in excessive turnover and impairment of program continuity and quality.

IV. PROCEDURES

A. Performance Review Timing

1. The annual performance review for all faculty and staff should take place prior to deliberations on salary decisions.
2. For all nonexempt staff positions, the annual performance review should include a performance interview conducted by supervisors of each staff employee. Results of this review should be summarized in writing and signed by the supervisor and the employee. This review should utilize either the form provided by the Office of Personnel Administration or a form developed by the unit and submitted to the director of Personnel Administration for review and approval.

B. Salary Increase Range

During the regular budget cycle, normally in March, the president will establish a percentage increase range as a guide for faculty and staff salary adjustments, regardless of source of funds from which they are paid. Recommended salary increases falling within this range, based on the criteria outlined above, are approved as the overall budget is approved by the president.

C. Salary Adjustments Outside the Range

Salary adjustment recommendations falling above or below this range should be accompanied by written justification, e.g., special equity situation or unusual market pressures or performance, to the cognizant vice president for approval.

D. Notification of Salary Adjustments

As a general practice, salary adjustment recommendations should not be communicated to employees until the overall budget is approved by the president, which generally occurs about the middle of May each year. In those cases where it is deemed necessary to communicate salary adjustment recommendations prior to that time, they should be clearly identified as recommendations in order to prevent unrealized expectations.

E. Timing of Salary Adjustments

1. Faculty and staff paid from budgeted accounts, whether state funded or otherwise, are eligible for salary adjustments July 1st of each year. Employees paid from accounts other than those budgeted in the normal budget cycle, where continued funding levels are uncertain at the time of the normal budget cycle, may receive salary adjustments on a different date (usually in conjunction with the receipt or renewal of grants or contracts). In these latter cases, a recommended salary increase should be documented and approved during the normal budget cycle for implementation when funding levels are known.

2. Faculty salary changes, other than those approved through the annual budget process, require the written approval of the cognizant vice president.
3. Changes made to staff salaries after they have been approved in the regular budget cycle, and prior to the July 1 implementation of the new budget, require the written approval of the cognizant vice president. Adjustments made after implementation of the budget are considered to be off-cycle increases and must be processed in accordance with [Policy and Procedure 2-59](#), IV.F.3.

F. Off-Cycle Adjustments

1. It is the policy of the university to consider salary adjustments, including changes in FTE that affect the rate of pay, once each year within the regular budget cycle.
2. Faculty. Requests for off-cycle adjustments to faculty salaries to meet special circumstances, such as retention, must be approved by the cognizant vice president.
3. Staff. Requests for staff salary increases outside this annual review, excluding postprobationary and promotion increases defined in [Policy and Procedure 2-61](#), IV.B.2. and IV.B.3, must be sent to the Personnel Classification Committee for evaluation and approval. Such offcycle requests should be limited to those cases where significant changes in responsibilities have occurred subsequent to salary considerations in the regular budget cycle or for retention of key individuals whose loss would result in a significant impairment of program continuity or quality. Requests to the Personnel Classification Committee should be well documented and must be submitted through the Office of Personnel Administration in accordance with Policy and Procedure 2-61, IV.D.

Reviewed: Academic Senate 5/7/90

Approved: Institutional Council 5/17/90