

 UNIVERSITY OF COLORADO at COLORADO SPRINGS	POLICY NUMBER: 300-016	PAGE NUMBER: 1
	CHAPTER: Human Resources	
	SUBJECT: Compensation Principles for Faculty	
	EFFECTIVE DATE: March 25, 2009	
OPR: Human Resources VC: VCAF	SUPERSESION: APPROVED: by Pamela Shockley-Zalabak, Chancellor, on March 25, 2009	

I. POLICY

The purpose of this policy is to define compensation principles for faculty.

II. AUTHORITY FOR CAMPUS POLICIES

Authority for the creation of campus administrative policies is found in the Laws of The Regents, 1990, Article 3 Section B.8, which states:

The chancellor of the University of Colorado at Colorado Springs shall be the chief academic and administrative officer responsible to the president for the conduct of affairs of the Colorado Springs campus in accordance with the policies of the Board of Regents. The chancellor shall have such other responsibilities as may be required by these *Laws*, the Board, and as may be delegated by the president.

III. PURPOSE

This policy has been created to provide for the effective administration of the University of Colorado at Colorado Springs.

This policy establishes a mechanism for determining salaries for new and vacant positions and adjustments for annual salaries. At the discretion of the Chancellor and in accordance with Regents Policy 2K and 11F, this policy provides guidance for determining mid-year salary adjustments.

IV. DEFINITIONS

Academic Affairs (Provost and Executive VCAA): One of three divisions within the University of Colorado at Colorado Springs. The Provost and Executive Vice Chancellor for Academic Affairs has overall responsibility for the Beth-El College of Nursing and Health Sciences, the College of Business, the College of Education, the College of Engineering and Applied Science, the Kraemer Family Library, the College of Letters, Arts, and Sciences, the School of Public Affairs and the Graduate School. Additionally, the Vice Chancellor for Student Success (VCSS) reports to the Provost and Executive VCAA.

Administration and Finance (VCAF): One of three divisions within the University of Colorado at Colorado Springs. The Vice Chancellor for Administration and Finance has overall responsibility for Benefits, the Bookstore, Budget and Planning, Facilities

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Services, Financial Services, Family Development Center, Mailing Services, Human Resources, Print and Copy Services, Public Safety and Parking Services, property, space and leases, and the University Center.

Associate Vice Chancellor: May serve as the Vice Chancellor in his/her absence. The associate vice chancellor provides executive leadership and strategy for departments reporting to the Vice Chancellor.

Chancellor: The chief executive officer of the University of Colorado at Colorado Springs. Divisions reporting to the chancellor are Academic Affairs (including Student Success) and Administration and Finance. Departments reporting to the chancellor are varied and may include Community and University Relations and Events and Information Technology.

College: Reporting to the Provost and Executive Vice Chancellor for Academic Affairs, the colleges of the University of Colorado at Colorado Springs are responsible for establishing the academic standards for all course offerings.

Department: A distinctive section of University of Colorado at Colorado Springs management, as designated by the chancellor. Departments will generally be in Academic Affairs, Administration and Finance or Student Success.

Dean: The administrative officer of an academic college or the library.

Director: Heads of units who are not chairs of departments.

Extra Pay for Extra Work: The University has long recognized non-base building salary increases for extra duties, such as serving as department chair. [Regent Policy 5-D](#) addresses those conditions under which faculty may receive additional remuneration for extra work.

Faculty Titles: As defined by [Regent Policy 5-L](#), faculty titles fall into one of the following categories; tenure and tenure track faculty, non-tenure track faculty, clinical teaching track faculty, clinical faculty, research faculty, and museum faculty.

Merit: Merit is the historical basis for all salary increases at the University of Colorado. Salary adjustments or increases that take into account market, career, equity, or structural factors must be simultaneously based on merit.

Non-Base Building Salary: Regent [Policy 5-D](#) defines those services for which faculty may receive additional remuneration. This additional remuneration is not included in the faculty member's base salary and is not used to calculate the faculty member's merit increase.

Personnel Action Form (PAF): A form utilized by the Human Resources Office to adjust an employee's pay in the payroll system.

Personnel and Benefits Committee: One of three Standing Committees of the Faculty Assembly.

Salary pool: The term salary pool refers to the maximum average percentage increase in salary approved by the Board of Regents.

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Spending authority: Authorized by the Regents of the University of Colorado, for the purpose of this policy, this is the amount of money the campus is allowed to allocate to faculty, unclassified and officer adjustments for a given fiscal year.

Student Success (VCSS): One of three divisions within the University of Colorado at Colorado Springs. The Vice Chancellor for Student Success has overall responsibility for Admissions and Records, the Office of the Dean of Students, the Chancellor's Leadership Class, Disability Services, the Excel Centers, Financial Aid/Student Employment, Recruitment and Admissions Counseling, Residence Life and Housing, the Student Health Center, the Student Success Center, and the University Counseling Center.

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.

Uncompensated Merit: Uncompensated merit occurs when meritorious faculty are not adequately compensated for their performance in a given year. For example, a member of the faculty receives an outstanding evaluation in a given year only to find that the campus salary pool for merit increases is small or non-existent in the given year. Another example is when a faculty is promoted from assistant to associate in a year when there is no money allocated for promotions.

Vice Chancellor: The executive officer for a division within the University of Colorado at Colorado Springs. The three divisions are Academic Affairs, Administration and Finance, and Student Success.

V. PROCEDURES

A. Annual Process for Setting the Salary Pool

1. Merit shall be the prevailing factor in all recommended salary increases.
2. For tenured or tenure track faculty, the Dean of each college, school or library shall, through a collegial and consultative process with the faculty, develop clearly articulated standards of merit which include existing primary unit guidelines and peer review.
 - a. Salary increments shall be used to reward merit defined in terms of systematic, comparative evaluations of teaching, research and/or creative work, and service.
 - b. Deans of the colleges, school or library shall provide salary adjustment recommendations based upon the weights given each individual in his/her workload assignment.
 - c. Pending final approval of a revision to Regent Policy 11-F, schools, colleges and the library may choose to evaluate merit over multiple years (up to five years) in order to reflect ongoing achievements in teaching, research, and service that may not yield measurable results in any given year. The Deans of college/school/library wishing to implement this rolling measure of merit must establish clearly articulated standards that are reviewed and approved by the faculty of the college/school/library, Provost, and the Chancellor.
3. For non-tenure track faculty, the Dean of each college/school/library shall, through a collegial and consultative process with the chairs of departments and the non-tenure track faculty, develop clearly articulated standards of merit.
 - a. Salary increments shall be used to reward merit defined in terms of systematic, comparative evaluations of teaching and service.

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- b. Deans of the college/school/library shall provide salary adjustment recommendations based upon the weights given each individual in his/her workload assignment.
 - c. Pending final approval of a revision to Regent Policy 11-F, college/school/library may choose to evaluate merit over multiple years (up to five years) in order to reflect ongoing achievements in teaching and service that may not yield measurable results in any given year. The Deans of college/school/library wishing to implement this rolling measure of merit must establish clearly articulated standards that are reviewed and approved by the faculty of the college/school, Provost, and the Chancellor.
4. The Chancellor, in consultation with the Personnel and Benefits Committee of the Faculty Assembly, shall develop recommendations for allocation of the salary pool. Beyond annual merit, allocations may be made but are not required to be made into the following categories: promotions, uncompensated merit, and internal equity within departments or academic units. Merit must always be a consideration. The Chancellor shall provide all relevant information related to the budget process and the allocation of the salary pool
5. Academic units or departments requesting alternative faculty compensation plans, such as base salary incentives, must:
- a. Develop the plan for approval by the Dean of the college/school/library. The plan must uphold the basic principle that merit is the prevailing factor in all recommended salary increases.
 - b. If approved by the Dean, the Dean must forward the plan to the Provost for review/approval.
 - c. If approved by the Provost, the Provost must forward the plan to the Chancellor.
 - d. If approved by the Chancellor, the plan must be presented to the Board of Regents for approval in accordance with Regents' policy and procedures for agenda items.
 - e. Faculty who report to or will report to more than one dean must have the approval of all affected deans.
6. Non-base building salary.
- a. Faculty may be awarded non-base building salary based on merit.
 - b. Deans of college/school/library wishing to implement non-base building salary shall, in consultation with their faculty,
 - 1.) Develop specific criteria and guidelines for awarding non-base building salary.
 - a.) Guidelines must include provision that the increase may be awarded for no more than one academic year at a time.
 - b.) Guidelines may allow for renewal of non-base building salary in subsequent years.
 - c.) Non-base building salary may take the form of fellowships and awards.
 - 2.) The use of non-general funds as the source of such compensation is encouraged.
 - 3.) Criteria and Guidelines must be reviewed and accepted by the Provost and approved in advance by the Chancellor.
 - a.) The Office of the Provost shall be responsible for informing the Vice President for Academic Affairs and Research of those colleges and programs that utilize this mechanism.

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b.) The increases covered in this section are separate from those that fall in the general category of “extra pay for extra work.”

B. Salary Adjustments

1. Faculty must be evaluated under three separate evaluation scores:
 - a. Instruction and learning facilitation
 - b. Research and creative work
 - c. Service and outreach
2. The scores must be weighted according to the individual’s agreed upon workload allocation or as assigned in the prior year.
3. The award of merit increases depends upon the funds available.

C. Salary freezes and decreases.

1. When the salary pool is inadequate to provide base salary increases for faculty members, at the discretion of the Chancellor the campus may:
 - a. Freeze base salaries.
 - b. Decrease base salaries:
 - 1.) As a simultaneous uniform percentage decrease in the salaries of all faculty members on a campus.
 - 2.) As a simultaneous uniform percentage decrease in the base salaries of a class of faculty members on a campus such as those of a particular rank.
 - a.) When salaries are decreased as provided in this subsection, the Faculty Personnel and Benefits committee shall review the criteria for such differential decreases.

D. Merit and Market Factors

1. This policy allows for competitive (market) increments to units when there is:
 - a.) A significant discrepancy with the appropriate market reference (as measured by peer group or other relevant indices) and
 - b.) There is evidence that faculty recruitment and retention are adversely affected.
 - c.) The increments may not necessarily be given across the board to all members of a unit or department. The Dean of the college/school/library shall decide the increments based on rank and discipline, where needed, and always on the basis of merit.
2. Deans of the colleges/schools must take care to insure that market or investment salary strategies do not lead to the development of basic unfairness in salaries within or across disciplines.

E. Additional Compensation

1. Types of Allowable Additional Compensation. Below are listed allowable types of additional compensation. Most of these types are allowable only when the work exceeds the normal workload expectations of the faculty member, or is considered higher level responsibilities. All additional compensation requires preapproval of both the type of work and the amount of compensation. If the additional work will be paid by a sponsored project, the proposal must contain the request for additional pay.
2. For other information specific to Sponsored Programs, see E.5.
3. Administrative Appointments
 - a. A faculty member who also has an administrative appointment (e.g., Chair, Coordinator, Director) may be required to spend an unusual amount of time and/or perform higher level duties outside his or her regular faculty duties and may qualify for additional pay. At the university this is generally referred to as an administrative stipend. Administrative appointments for both full and part time faculty must follow the campus hiring process and require a letter of offer which references the faculty member’s other appointment(s).

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- b. Unless the faculty member continues with his/her administrative duties while on sabbatical, administrative stipends may not be paid while a faculty member is on a full-time sabbatical.
 - c. Administrative appointments are at will and the stipends shall not continue once the administrative duties are terminated. For purposes of sponsored programs, administrative stipends are part of the faculty member's total compensation (OMB Circular A-21).
4. Teaching Overload
- a. Teaching activities outside of the academic year normal teaching load, as defined by the school/college, are considered 'overload' teaching and may be compensated. Overload teaching must be approved in advance by the Dean of the school to which the faculty member belongs. Overload teaching outside of the faculty member's school, college, or campus must be preapproved by both Deans.
 - b. Teaching overload activities that are beyond the limits of this policy require Provost approval.
 - c. Faculty members on a full-time sabbatical are not normally eligible for additional pay for teaching. Under extraordinary circumstances, exceptions may be granted by the Provost.
 - d. Faculty members with reduced teaching loads are not normally eligible for additional pay. However, when circumstances warrant exceptions can be approved by the Dean.
 - e. Types of allowable overload teaching activities are listed below.
 - 1.) Additional courses. Requests for overload teaching should justify why the course must be provided and why no other qualified faculty are available.
 - 2.) Curricula development. Curricula development including online course and tutorial development may be subject to additional compensation or course release due to the unusual amount of time required.
 - 3.) Online course development commitments are outlined in an agreement between the faculty member and the relevant department/college with approval required from the Dean of the faculty member's school/college/library. In general, faculty are paid in installments based on work products completed as outlined in the agreement.
 - 4.) On line course coordinator. Coordinator roles are considered administrative appointments and are covered under Section E.2.
 - 5.) Continuing Education/Extended Studies. Additional pay may be contracted for teaching continuing education or extended studies courses. Compensation for these activities is governed by the policies of the relevant department/school/library.
 - 6.) Other teaching related activities. Other teaching related activities beyond the normal teaching load such as additional advising, site coordination, and taking on extra students may also qualify as 'overload' at the Dean's discretion.
5. Sponsored Programs
- a. Under exceptional circumstances, those who are funded by sponsored programs may receive additional compensation that will not be counted as part of their effort reporting. To make a determination of an exceptional circumstance see the Office of Sponsored Programs.
 - b. Course Buy-Outs: If a course buy-out has been requested through a sponsored program, payment for overload teaching within the college/department may result in disallowance of charges to the sponsored program for the course buy-out. In the event unpredictable events require the faculty member to teach, prior

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approval to charge the Sponsored program for course buy-out must be obtained from the Office of Sponsored Programs and the Provost.

- c. Overloads may only be paid by a sponsored program when the work is across departmental lines or involves a separate or remote operation, is in addition to regular departmental load, and specifically provided for in the agreement or approved in writing by the sponsoring agency. (OMB Circular A-21)
 - d. Effort reporting: All salary paid, excluding exceptional circumstances, is included in the individual's total effort and must be accounted for in the effort report. Should the additional activity reduce the faculty member's effort on a sponsored program, sponsor approval may be required. Contact the Office of Sponsored Programs for assistance.
- F. New and vacant positions.
- 1. In accordance with Regent Policy 2-K the Chancellor must approve all delegated personnel matters, including compensation.
 - 2. All adjustments must be within the annual spending authority established by the Board of Regents. Salary pools must include both base building and any non-base building salary adjustments.
 - 3. Salaries shall be set by the dean and faculty in the college, school or department. Salary considerations for new and vacant positions shall consider such factors as market within the discipline, rank adjustments to reflect salaries at UCCS and any other relevant factors. These factors should be fully documented during the salary setting process.
- G. Open Process
- 1. The Faculty Personnel and Benefits committee shall work together with the Office of the Provost and appropriate Deans shall examine the salary process on the campus and review salary recommendations.
- H. Retirement Incentive Agreement, please refer to Administrative Policy Statement entitled Faculty Retirement Agreements.
- I. Salary grievance process.
- 1. The development of a campus-wide faculty grievance policy shall supersede a colleges or school's grievance process.
 - 2. Until such time as the campus develops a grievance policy, each college or school, in consultation with the faculty, shall develop a salary grievance process for tenured and tenure track faculty and a salary grievance process for non-tenure track faculty.
 - 3. All grievances must be resolved withing six months of filing the initial grievance.

VI. RESPONSIBILITY

- A. Vice Chancellors and deans are responsible for adhering to the provisions of this policy.

VII. HISTORY

Regent Policy 2-K

<https://www.cu.edu/regents/Policies/Policy2K.htm>

Regent Policy 11-F

<https://www.cu.edu/regents/Policies/Policy11F.htm>

VIII. ATTACHMENTS: