



**UCCS CAMPUS POLICY**

**Policy Title: Compensation Principles for Faculty**

**Policy Number: 300-016**

**Policy Functional Area: HUMAN RESOURCES**

Effective: January 2, 2013  
Approved by: Pam Shockley-Zalabak, Chancellor  
Responsible Vice Chancellor: Vice Chancellor of Administration and Finance (VCAF)  
Office of Primary Responsibility: Vice Chancellor of Administration and Finance (VCAF)  
Policy Primary Contact: AVCFHR, 719-255-3388  
Supersedes: March 25, 2009  
Last Reviewed/Updated: January 2, 2013  
Applies to: Faculty

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

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## I. INTRODUCTION

The purpose of this policy is to define compensation principles for faculty and to provide for the effective administration of the University of Colorado 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 2.

## II. POLICY STATEMENT

- A. Authority for the creation of campus administrative policies is found in The Laws of the Regents, 2007, Article 3 Section B.5(A) which states:

The chancellor of each campus shall be the chief academic and administrative officer responsible to the president for the conduct of affairs of their respective 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, or regent policy, or as may be delegated by the president.

B. Procedures:

1. Annual Process for Setting the Salary Pool

- a. Merit shall be the prevailing factor in all recommended salary increases.
- b. 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.
  - i. Salary increments shall be used to reward merit defined in terms of systematic, comparative evaluations of teaching, research and/or creative work, and service.
  - ii. Deans of the colleges, school or library shall provide salary adjustment recommendations based upon the weights given each individual in his/her workload assignment.
  - iii. Regent Policy 11 allows schools, colleges and the library 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.
- c. 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.
  - i. Salary increments shall be used to reward merit defined in terms of systematic, comparative evaluations of teaching and service.
  - ii. Deans of the college/school/library shall provide salary adjustment recommendations based upon the weights given each individual in his/her workload assignment.
  - iii. Pending final approval of a revision to Regent Policy 11, 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.
- d. 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.
- e. Academic units or departments requesting alternative faculty compensation plans, such as base salary incentives, must:
  - i. 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.

- ii. If approved by the Dean, the Dean must forward the plan to the Provost for review/approval.
  - iii. If approved by the Provost, the Provost must forward the plan to the Chancellor.
  - iv. 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.
  - v. Faculty who report to or will report to more than one dean must have the approval of all affected deans.
- f. Non-base building salary.
- i. Faculty may be awarded non-base building salary based on merit.
  - ii. Deans of college/school/library wishing to implement non-base building salary shall, in consultation with their faculty,
    - a) Develop specific criteria and guidelines for awarding non-base building salary.
      - i) Guidelines must include provision that the increase may be awarded for no more than one academic year at a time.
      - ii) Guidelines may allow for renewal of non-base building salary in subsequent years.
      - iii) Non-base building salary may take the form of fellowships and awards
    - b) The use of non-general funds as the source of such compensation is encouraged.
    - c) Criteria and Guidelines must be reviewed and accepted by the Provost and approved in advance by the Chancellor.
      - i) 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.
      - ii) The increases covered in this section are separate from those that fall in the general category of "extra pay for extra work."
2. Salary Adjustments
- a. Faculty must be evaluated under three separate evaluation scores:
    - i. Instruction and learning facilitation
    - ii. Research and creative work
    - iii. Service and outreach
  - b. The scores must be weighted according to the individual's agreed upon workload allocation or as assigned in the prior year.
  - c. The award of merit increases depends upon the funds available.
3. Salary freezes and decreases
- a. When the salary pool is inadequate to provide base salary increases for faculty members, at the discretion of the Chancellor the campus may:
    - i. Freeze base salaries.
    - ii. Decrease base salaries:
      - a) As a simultaneous uniform percentage decrease in the salaries of all faculty members on a campus.
      - b) 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.
        - i) When salaries are decreased as provided in this subsection, the Faculty Personnel and Benefits committee shall review the criteria for such differential decreases.

4. Merit and Market Factors
  - a. This policy allows for competitive (market) increments to units when there is:
    - i. A significant discrepancy with the appropriate market reference (as measured by peer group or other relevant indices) and
    - ii. There is evidence that faculty recruitment and retention are adversely affected.
    - iii. 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.
  - b. 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.
5. Additional Compensation
  - a. 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.
  - b. For other information specific to Sponsored Programs, see E.5. 3.
  - c. Administrative Appointments
    - i. 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).
    - ii. 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.
    - iii. 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).
  - d. Teaching Overload
    - i. 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.
    - ii. Teaching overload activities that are beyond the limits of this policy require Provost approval.
    - iii. 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.

- iv. Faculty members with reduced teaching loads are not normally eligible for additional pay. However, when circumstances warrant exceptions can be approved by the Dean.
  - v. Types of allowable overload teaching activities are listed below
    - a) Additional courses. Requests for overload teaching should justify why the course must be provided and why no other qualified faculty are available.
    - b) 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.
    - c) 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.
    - d) On line course coordinator. Coordinator roles are considered administrative appointments and are covered under Section E.2.
    - e) 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.
    - f) 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.
  - e. Sponsored Programs
    - i. 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.
    - ii. 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 buyout. In the event unpredictable events require the faculty member to teach, prior approval to charge the Sponsored program for course buy-out must be obtained from the Office of Sponsored Programs and the Provost.
    - iii. 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)
    - iv. 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.
6. New and vacant positions
- a. In accordance with Regent Policy 2-K the Chancellor must approve all delegated personnel matters, including compensation.

- b. 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.
  - c. 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.
7. Open Process  
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.
8. Retirement Incentive Agreement, please refer to Administrative Policy Statement entitled Faculty Retirement Agreements.
9. Salary grievance process.
- a. The development of a campus-wide faculty grievance policy shall supersede a colleges or school's grievance process.
  - b. 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.
  - c. All grievances must be resolved within six months of filing the initial grievance.

### III. KEY WORDS

- A. Academic Affairs (Provost and Executive VCAA)
- B. Associate Vice Chancellor
- C. Chancellor
- D. College
- E. Departments
- F. Dean
- G. Director
- H. Extra Pay for Extra Work
- I. Faculty Titles
- J. Merit
- K. Non-Base Building Salary
- L. Personnel and Benefits Committee
- M. Salary pool
- N. Spending authority
- O. Structural adjustments
- P. Uncompensated Merit

### IV. RELATED POLICIES, PROCEDURES, FORMS, GUIDELINES, AND OTHER RESOURCES

- A. Administrative Policy Statements (APS) and Other Policies

1. [Regent Policy 2-K](#)
2. [Regent Policy 5](#)
3. [Regent Policy 11](#)
4. University Board of Regent Policy 11 B: Faculty Salary

B. Procedures

C. Forms

D. Guidelines

E. Other Resources (i.e. training, secondary contact information)

F. Frequently Asked Questions (FAQs)

## V. HISTORY

Initial policy approval     January 2, 2013