

RECOGNIZING, REWARDING, & COMPENSATING FACULTY WORK

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2. Salary Policy

The School of Liberal Arts endorses merit pay as the basis for faculty salary adjustments, providing that the resulting salary structure is equitable and market-oriented. The salary adjustment categories and procedures identified below should lessen some of the problems faculty and administrators have identified, i.e., inequities within and among departments, compression between ranks, and unresponsiveness to market demands. The dean should allocate funds for all categories whenever meritorious cases for salary adjustment arise, although it should be noted that, while faculty salaries are to remain one of the highest budgetary priorities of the school, all adjustments are ultimately based on availability of funds within the school. The dean is responsible for deciding the appropriate distribution of salary adjustment sums allocated to individuals and departments. Likewise, although required to consult with faculty, the dean is ultimately responsible for final decisions on all salary adjustments. All faculty salary adjustments must fall under one of the categories, which are described below in order of priority.

2.1 Promotion Adjustment

Promotion represents special merit and should carry a substantial extra reward separate from normal considerations of merit, market, and equity, although care must be taken to ensure that any combination of the adjustments does not skew the departmental or school salary structure. Promotions should carry a salary increase of 10% of the faculty member's base salary at the time of promotion, based on a 10-month appointment, with the following minimum amounts: Professor, ~~\$6,000~~ \$8,000; Associate Professor, ~~\$4,500~~ \$6,000; Senior Lecturer, ~~\$3,000~~ \$4,000.

2.2 Annual Merit Adjustment

Merit will constitute the primary basis for annual salary adjustments. Merit pay must be tied to annual reviews, which are based upon the information provided in faculty annual reports, including the faculty member's annual goals. Faculty goals should reflect the goals and requirements of the department and school, as well as the faculty member's particular interests. Tenure-line faculty members will be assessed based upon their teaching, research, and service. Lecturers will be assessed based upon on their teaching and service. In reviewing faculty annual reports, each department should adopt standards for ranking faculty performance as significantly exceeding department expectations, exceeding department expectations, meeting department expectations, performing below department expectations, or offering unsatisfactory performance. As noted in the SLA Annual Summary Review Form, each department shall determine the relative weight that teaching and service for lecturers – and teaching, research and service for tenure-line faculty – count toward the overall evaluation of the faculty member. Each year, the dean will provide departments with a pool of money for all merit adjustments. The department is responsible for distributing those funds according to department policy. The dean should make every effort to make appropriate annual adjustment allocations to the departments.

2.3 Other Adjustments

2.3.1 Market Adjustment

The School of Liberal Arts should pay competitive market salaries to recruit and retain high quality faculty. Market adjustments should be made when departments demonstrate empirically that an individual faculty member can command a higher salary elsewhere in academe. Such empirical evidence typically requires presentation of a competing offer. Market adjustments should go only to faculty members whose last two annual reviews indicate that they have exceeded department expectations as measured by departmental standards.

Faculty members who have an offer from another institution may present their request for a salary

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increase to their department chair, or to the director of the institute or program to which their primary responsibilities lie, who will forward the faculty member's request to the dean, along with the formal offer from the other institution, faculty member's c.v., last two annual reviews, and a letter either recommending or not recommending the adjustment. If an increase is granted, the adjustment can be made over a period of years.

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2.3.2 Equity Adjustment

In any merit system for which no predictable adjustment pool exists, some faculty members may fall behind in salary compared to colleagues with similar career accomplishments. The SLA believes such faculty members should be offered equitable compensation with such peers.

Upon submitting salary recommendations each spring, the chair/director will notify any faculty members whose performance has been judged by their department to have exceeded department expectations and whose salary has fallen to below 90% of the average salary of all other faculty in their department in their rank. Faculty members with joint appointments should be compared with all other faculty of their rank in all of the departments or programs to which they are appointed. If a department does not have multiple faculty members in a particular rank, a faculty member in that rank may compare his or her salary to faculty in the same rank in other SLA departments with comparable salary structures.

Faculty members who wish to pursue an equity adjustment should petition their chair, or the chair or director of the department, institute or program to which their primary responsibilities lie (hereafter chair), who is responsible for reviewing the faculty member's claims for equity adjustment based upon the department or program's standards for ranking faculty performance. A faculty petition for equity adjustment should include a statement offering reasons for the raise, along with copies of the petitioner's c.v. and last two annual reviews.

If the chair agrees with the faculty member that an equity adjustment is called for, the case is sent with the chair's recommendation to the dean. If the dean and the chair agree on their findings, they will negotiate an equity adjustment for the faculty member in question.

If the chair disagrees with the faculty member that an equity adjustment is appropriate, the case is sent with the chair's recommendation to the Faculty Enhancement Committee. The chair should also send a copy of the petition and recommendation to the dean. The Faculty Enhancement Committee will review the case and forward its recommendation to the dean, with copies forwarded to the petitioning faculty member and the chair. The dean's decision will be based on the recommendations of both the chair and the Faculty Enhancement Committee.

If the dean approves an equity adjustment, the salary pool allocated by the dean's office will ordinarily be responsible for 100% of the monies necessary for the raise. However, if the dean feels the equity shortfall stems from systematic undervaluation of the faculty member's contributions over a period of years, the dean may refer the case to the Faculty Enhancement Committee. If that committee agrees with the dean's findings, it will suggest an appropriate and reasonable distribution of the funding of the equity enhancement between department and dean's office funds. The dean will then determine the appropriate distribution of the funding of the equity adjustment based on the Faculty Enhancement Committee's recommendation, and in consultation with the chair. In cases of joint or adjunct appointments, all chairs or program directors involved in funding the equity adjustment will be involved in this process.

If an equity adjustment is granted, the adjustment can be made over a period of years, normally not more than three. If a petition for an equity adjustment is denied, the faculty member must wait twelve months before filing a new petition.