



UCCS CAMPUS POLICY

Policy Title: Compensation Principles for Faculty

Policy Number: 300-016

Policy Functional Area: HUMAN RESOURCES

Effective:

Approved by: Venkat Reddy, Chancellor

Responsible Vice Chancellor: Chancellor

Office of Primary Responsibility: The Office of Human Resources

Policy Primary Contact: AVC/CHRO, 719-255-3388

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Applies to: Faculty

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

I. INTRODUCTION

The University of Colorado Colorado Springs (“UCCS”) is committed to establishing a faculty compensation structure that is transparent, competitive, market-driven, and internally equitable. Competitive compensation practices are essential to faculty-recruitment, satisfaction, job performance and retention. In an effort to support colleges, departments, schools, library, and UCCS faculty, this policy adheres to the following principles:

- 1. Transparency:** Administration and faculty have access to job-related content, pay guidelines, and pay ranges.
- 2. Competitiveness:** Pay ranges are based on benchmark data acquired from nationwide higher education, industry, and local labor market surveys that are comparable to our total expenditures and enrollment in public and doctoral level organizations.
- 3. Internal Equity:** Utilizes job specific classifications reflecting key areas of responsibility and skill that recognize relative levels of knowledge and skill, judgment, breadth and scope of role, impact and accountability, and communication expertise. Policies and procedures are provided with an aim to ensure that similar jobs are paid equitably across the university.
- 4. Flexibility:** A compensation structure provides a framework to support a diverse and complex organizational needs to accommodate differences in job requirements, the job market, faculty performance, and each college, department, school, or library’s financial resources.

II. POLICY STATEMENT

A. Purpose

In efforts to attract, retain, and reward a talented, valuable, and productive faculty workforce, this policy outlines provisions to ensure the effective administration of UCCS and that compensation decisions and practices are consistent and equitable, documented and reviewed, and based on objective criteria. This policy is intended to comply with applicable state, federal, and local rules, laws, and regulations.

In accordance with [Regent Policy 11B](#) the salary needs of faculty will be a high-priority element of budgetary planning each fiscal year. UCCS has the authority under [Regent Policy 11B](#) to implement structure adjustments for market, *career merit*, *salary equity*, and *promotion*, as needed and always bases such adjustments upon the systematic comparative evaluation of *merit*. Merit shall be the prevailing factor in all recommended salary increases.

All university faculty appointments, title changes, and salary adjustments must be approved by the Chancellor in accordance with [Regent Policy 2K](#). All salary decisions for faculty and prospective faculty are based on an analysis of similarly situated positions, as defined by applicable law and best practice. Factors used in this analysis include education, experience, seniority, *merit*, and other job-related factors.

The Human Resources Office (“HR”) will review pay ranges for all university faculty positions before vacant positions and *promotions* are posted. In consultation with the college, department, school, or library, HR will make recommendations based on data found in professionally recognized published salary survey data from peer institutions that have comparable enrollment and total organizational expenditures relevant to the position.

In addition to the criteria listed above, supervisors and approving authorities should take into consideration the following criteria when determining individual salaries:

- a. level and type of education and training;
- b. relevant job experience;
- c. comparison to faculty in similarly situated positions;
- d. demonstrated history of difficulty in recruitment for the position; and
- e. unique job requirements or working conditions.

B. Procedures

1. Initial Salaries and Promotions

- a. Jobs may not be posted or filled before the pay range or pay rate has been reviewed by HR. The pay range for initial appointments is determined through the consideration of several factors which are listed above in Section A of this policy. Letters of offer for new hires must be reviewed by HR prior to submission to the Vice Chancellor (“VC”) or Associate Vice Chancellor (“AVC”) and Chancellor.
- b. Letters for promotions, including the base salary increase associated with that promotion, must be reviewed by HR prior to submission to the Vice Chancellor (VC) or Associate Vice Chancellor (AVC) and Chancellor.

2. Annual Performance Planning, Evaluation and Ratings

- a. Performance evaluations are used in determining merit adjustments. Guidelines concerning the evaluation process are found in [Regent Policy 5](#), and [Administrative Policy Statement \(APS\) 5008](#).

3. Annual Process for Setting the Merit Pool

- a. Regent Policy requires this be an open process. The Chancellor, in consultation with the *Personnel and Benefits Committee* of the Faculty Assembly, shall develop recommendations for allocation of the *merit* pool which are provided to the VCAF office. *Merit* shall be the prevailing factor in all recommended salary increases.
- b. For tenured or tenure track faculty, the chairs of departments and faculty, in consultation with the dean of each college, department, school or library, shall 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 criteria for teaching (or librarianship), scholarly/creative work, leadership & service, and clinical and/or professional practice set by the primary unit.
 - ii. Deans of the college, department, school, or library shall provide salary adjustment recommendations based on the weighted score according to the individual’s agreed upon workload allocation or as assigned in the prior year.
 - iii. Merit is evaluated annually, however; [Regent Policy 11B](#) allows primary units to evaluate merit over multiple years (up to five years) in order to reflect ongoing achievements in teaching (or librarianship), scholarly/creative work, leadership & service, and clinical and/or professional practice that may not yield measurable results in any given year. The primary units, in collaboration with their respective dean of the college, school, or library wishing to implement this rolling measure of *merit* must establish clearly articulated standards that are reviewed and approved by the faculty of the primary unit, provost, and the Chancellor.
- c. For Instructional, Research and Clinical (“IRC”)¹ faculty, the chairs of the departments and the IRC faculty, in consultation with the dean of each college, department, school or

¹See Faculty Appointments: <https://www.cu.edu/ope/aps/5060>

library shall , 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 criteria for, as applicable, teaching (or librarianship), research, clinical and/or professional practice and leadership & service set by their primary unit.
- ii. The scores must be weighted according to the individual's agreed upon workload allocation or as assigned in the prior year. Deans of the colleges/departments/schools/library shall provide salary adjustment recommendations based upon the weights given each individual in their workload assignment.
- iii. [Regent Policy 11B](#) allows primary units to evaluate *merit* over multiple years (up to five years) in order to reflect ongoing achievements in teaching (or librarianship), research, clinical and/or professional practice and leadership & service that may not yield measurable results in any given year. The primary units, in collaboration with their respective dean of the 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 primary unit, Provost, and the Chancellor.

4. Additional base-building allocations

Beyond annual *merit*, allocations may be made, but are not required to be made, into the following categories: *promotions*, internal equity, and market factors within departments or academic units. The allocation may be a predetermined flat dollar amount or a percentage of a faculty's salary. *Merit* must always be a consideration.

a. *Promotions*

- i. Criteria for tenure-track *promotions* are found in [UCCS policy 200-001](#) and primary unit criteria. Promotion criteria for IRC faculty will be found in UCCS policy 200-027 (once that policy is published), and college/school/library policies as well as primary unit criteria.
- ii. Both IRC and Tenure-track faculty receive an increase in base salary as determined by the university administration in conjunction with Faculty Assembly.

b. Internal Equity

- i. Internal equity compares salaries of long-time faculty to a new hire at the same job level and discipline. These pay adjustments address compression issues and potential unlawful pay inequities.
- ii. The primary unit will contact Human Resources who conducts a compensation analysis. Prior to final decisions the department chairs and Deans should consult with the Provost. Consideration shall be given to the teaching (or librarianship), scholarly/creative work, leadership & service, and clinical and/or professional practices of the potentially impacted faculty members.

c. Market Factors

- i. When a college/department/school/library provide evidence that faculty recruitment and retention are adversely affected, HR will analyze if there are significant discrepancies in internal salaries compared to the appropriate market reference (as

- measured by peer group or other relevant indices).
- ii. The dean of the college/department/school/library shall decide salary adjustments based on rank and discipline, where needed (not necessarily given across the board to all members of a unit or department), and always based on *merit*.
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 department/college/school/library. The plan must uphold the basic principle that *merit* is the prevailing factor in all recommended salary increases. If approved by the dean, the dean must forward the plan to the provost for review/approval.
 - b. If approved by the provost, the provost must forward the plan to the Chancellor.
 - c. 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.
 - d. 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. A dean of a department/ college/school/library wishing to implement *Non-Base Building Salary* shall, in consultation with their faculty,
 - i. Develop specific criteria and guidelines for awarding *Non-Base Building Salary*. Guidelines must include a 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.
 - a) The use of non-general funds as the source of such compensation is encouraged.
 - b) 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 of those colleges/schools/library 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."
7. Salary freezes and decreases (reference [Regent Policy 11B](#) for further information)
- 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; or
 - 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.
 - b. When salaries are frozen or decreased as provided in this subsection, the Faculty

Personnel and Benefits Committee shall review and make recommendations to the Chancellor regarding the criteria for such differential decreases or freezes.

- c. Furloughs: When budgetary circumstances require a specific reduction in payroll costs, furloughs shall be administered in accordance with [CU APS 5062](#).

8. Additional Compensation

a. Types of Allowable Additional Compensation

- i. Additional pay may be granted pursuant to [Regent Policy 11B](#). 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.
- ii. 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 Section II.B.8.e below.

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 their 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 their 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/school/library with approval required from the dean of the faculty member's department/college/school/library. In general, faculty are paid in installments based on work products completed as outlined in the agreement.
 - d) Online course coordinator. Coordinator roles are considered administrative appointments and are covered under Section II.B.8.c.
 - 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/college/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. Additional Compensation: Additional compensation under sponsored programs is pay received in addition to an individual's institutional base salary ("IBS"). IBS is defined as the annual compensation paid for an individual's appointment, whether that individual's time is spent on research, instruction, administration, or other activities (2 CFR § 200.430). Compensation paid outside an individual's contract period (e.g., summer for a 9-month faculty member), is not considered additional compensation. Further, the additional compensation amount cannot exceed 3/9ths of their IBS and includes pay from all sources.
 - ii. Additional compensation paid by a sponsored program is rarely allowable. Such pay is typically only allowable 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. (2 CFR § 200.430).
 - iii. Course Buy-Outs: If a course buy-out is being paid by a sponsored program, payment for a teaching overload within the department/college/school/library may result in disallowance of charges to the sponsored program for the course buy-out. Should an unexpected situation require the faculty member receiving the course buy-out to teach an overload, prior approval must be obtained from the Office of Sponsored Programs and Research Integrity and the provost.
9. Deans of the departments/colleges/schools/library must ensure that any of these salary strategies do not lead to the development of pay inequities and basic unfairness in salaries within disciplines in compliance with the Colorado Equal Pay for Equal Work Act.

10. Faculty Salary Grievance Process

- a. The campus is required to have a faculty “a salary grievance process to which faculty members may turn for review of their individual salaries.” [Regent Policy 11.B.1.b.](#)
- b. The development of a campus-wide faculty grievance policy shall supersede any college, department, school, or library grievance process created to comply with this process.
- c. This process does not apply to faculty salary grievances that allege pay discrimination on the basis of a protected class. All protected class pay discrimination grievances shall be handled primarily by the Office of Institutional Equity in accordance with its procedures.
- d. Each college, department, school, or library dean shall utilize the following salary grievance process and may set more specific processes which allow for at least the following:
 - i. Faculty member submits salary grievance in writing to the appropriate dean.
 - ii. The dean simultaneously provides the grievance to:
 - a) a salary grievance committee consisting of faculty members from their college, department, school, or library, whom are either selected on a standing basis or selected randomly on an ad-hoc basis; and
 - b) HR.
 - iii. The salary grievance committee should seek more information if deemed necessary.
 - iv. The salary grievance committee shall provide a written recommendation, with supporting analysis, to the dean within a reasonable time after receiving the grievance.
 - v. The dean shall issue a written determination on the grievance, delivered to both the faculty member and to the provost.
 - vi. The salary grievance must be resolved within six months of the faculty member filing the initial grievance.
- e. Appeals of a department, college school, or library dean’s decision may be made to the provost for base salary grievances only. The provost shall develop a process to convene an appeals committee, which shall develop procedures and specific deadlines for its review. The committee shall make a recommendation to the provost. The provost shall make the final decision on the appeal.
 - i. Salary grievances involving a dean may be sent directly to the provost through this process at the discretion of the provost.
- f. Nothing in this policy is intended to supersede faculty grievance rights pursuant to Regent Law/Policy and university policy.

III. KEY WORDS

- A. Extra Pay for Extra Work: the conditions under which faculty may receive additional remuneration for extra work as addressed in [Regent Policy 5D](#) and [Regent Policy 11B](#). The University has long recognized *Non-Base Building Salary* increases for extra duties, such as serving as department chair.
- B. Institutional Base Salary (IBS): the annual compensation paid for an individual's appointment, whether that individual's time is spent on research, instruction, administration, or other activities ([2 CFR § 200.430](#)).
- C. Merit: 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*.

- D. Career Merit: Merit is the prevailing factor for which salary increases are made. Year to year variations in the amount of funds in the available salary pool as well as the timing of faculty productivity can lead to inequities over time. Evaluations using career merit allow a unit to remedy any inadvertent discrepancies caused by the vicissitudes of budgets and timing of productivity.
- E. Non-Base Building Salary: those services for which faculty may receive additional remuneration as defined by [Regent Policy 5](#) and [Regent Policy 11](#). 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.
- F. Personnel and Benefits Committee: one of three Executive Standing Committees of the Faculty Assembly.
- G. Promotion: when a faculty member (Tenure-track and IRC) takes on additional duties, responsibilities, and demonstrates meritorious accomplishments within the discipline and the profession resulting in a change in job code/title and increase in pay.
- H. Salary pay equity adjustments: salary adjustments based on a compensation analysis of current employees in similarly-situated positions.
- I. Salary pool: refers to the maximum average percentage increase in salary approved by the Board of Regents.
- J. Sponsored Program: awards from an external sponsor who both restricts the use of funds or property and stipulates conditions with which the University must comply.

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. [APS 5008](#)
- 5. [APS 5016](#)
- 6. [APS 5060](#)
- 7. [APS 5062](#)
- 8. [UCCS Policy 200-001](#)
- 9. [UCCS Policy 200-027 \(as of 10.05.21 currently being created\)](#)

B. Procedures

C. Forms

- 1. Request To Fill Form

D. Guidelines

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

- 1. Pay Equity Adjustment Letter

F. [UCCS – Colorado Equal Pay for Equal Work Act website](#)

G. Frequently Asked Questions (FAQs)

V. HISTORY

Initial policy approval January 2, 2013