



University of Colorado  
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ADMINISTRATIVE POLICY STATEMENT

**Policy Title: Annual Merit Adjustments for Faculty**

**POLICY DETAILS**

**Effective Date:** May 1, 2011<sup>1</sup>  
**Responsible Office:** Vice President for Academic Affairs and Research  
**Approved by:** Jack O. Burns  
**Application:** All Campuses  
**Replaces:** The APS Annual Merit Adjustments for Faculty, effective date , August 16, 2004, had replaced the earlier policy "Guidelines for Annual Merit Adjustment for Faculty", dated December 20, 2002.

**INTRODUCTION**

The following administrative policy statement on annual merit adjustments for faculty results from the need to clarify the provisions of [Article 11](#) of the Laws of the Regents. The relevant portion of Article 11, as amended December 19, 2002, states:

11.A.1(C) In determination of salaries, consideration shall be given to the contributions of individuals to the university.

(D) Merit shall be the prevailing factor in all salary adjustments. Salaries shall not be justified solely based on offers from other institutions.

(E) In the case of faculty, equal consideration shall be given to teaching and research or other creative work; in addition, services to the state and nation shall be considered except that the performance of faculty with differentiated workloads, which may include faculty governance service, shall be evaluated based upon the assigned proportion of effort in teaching, research/creative work, and service.

Compensation guidelines distributed each year to the campuses have elaborated on Article 11. Those compensation guidelines, as well as discussions with the Faculty Senate EPUS Committee, the President's Academic Advisory Committee, and campus representatives, inform this policy statement.

The policy pertains to criteria for annual merit adjustments only.

<sup>1</sup> Policy was rescinded on 7-1-2009, but unrescinded effective May 1, 2011.

## STATEMENT OF POLICY

### I. Compensation Allocations to Campuses and Academic Units

**A. Competitive (Market ) increments** may be provided by rank and discipline in those units where the shortfall from the appropriate market reference (peer group, median, etc.) is significant. In providing market increments, particular attention should be given to evidence regarding problems of recruitment and retention for identified disciplines or ranks.

**B. Investment or Special Opportunity Increments** may be appropriate where programs have been targeted for building centers of excellence, pursuing major grants or for hiring women and minorities.

**C. Relative Internal Salary Position.** Although market or investment/special opportunity initiatives may be appropriate for some units, care should be taken to ensure that the application of these factors does not result in basic unfairness within or across disciplines in our salary system.

Base adjustments and allocations within an academic unit may vary by rank if a general problem of salary structure exists between ranks.

Salaries of women, minorities, and other protected classes should be carefully reviewed and may also be adjusted to maintain an appropriate relative internal position.

**D. Merit Allocations** should be made to each academic unit based on an assessment of the performance of the individual units with respect to teaching, research/creative/scholarly achievement and service.

**E. Salary Increase as a Term of a Retirement Incentive Agreement.** As permitted by Regent Policy 11-F.2: "For up to two years preceding the faculty member's retirement date, the faculty member's base academic year salary for the faculty position may be increased by up to 6% over and above the average faculty salary increment for that campus."

### II. Role of the Department, Department Chair, and Dean in Determining Individual Merit Increases

A. Departments determine how personnel and budgetary matters are to be handled; department chairs have responsibility for implementing department rules. Recommendations for merit increases are to be determined by the department chair in consultation with department colleagues. To assist in the annual merit evaluation process, faculty members, except those on leave, must provide written evidence of their performance, using appropriate format for reporting scholarly and other activities, as prescribed by their campus, college/school or academic unit. Faculty members who fail to provide such evidence will be evaluated as "below expectations." Failure to provide the annual performance report will be viewed as "neglect of duty" and will be the basis for disciplinary action. When a school or college is the primary unit, rather than a department, the preceding principles should apply to the school or college and dean.

B. The *Laws of the Regents* state that faculty personnel policies and decisions, including salary increments, are under the supervision and administration of the relevant dean ([Article 4.A.2](#)). Thus, the collegial and consultative procedure for implementing merit increases extends explicitly to the dean and vice chancellor for academic affairs. It is expected that policy and programmatic objectives will be implemented, at the dean's level, through discussion of primary unit criteria for annual merit increases and through merit budget allocations to units rather than through routine adjustment of departmental salary recommendations for individual faculty.

C. There must be ongoing communication regarding standards for merit increases among faculty and all administrative levels. All standards regarding merit increases will be in writing and available to all faculty.

D. Each faculty member shall receive a copy of the evaluations and recommendations, from all administrative levels, regarding his or her review for merit increases.

### **III. Regental Criteria for Merit Increases**

A. The areas to be considered in making merit adjustments are: teaching, research/creative/scholarly achievement and service.

B. Article 11.A.1 of the Laws of the Regents states: "(C) In determination of salaries, consideration shall be given to the contributions of individuals to the university. (D) Merit shall be the prevailing factor in all salary adjustments. Salaries shall not be justified solely based on offers from other institutions. (E) In the case of faculty, equal consideration shall be given to teaching and research or other creative work; in addition, services to the state and nation shall be considered except that the performance of faculty with differentiated workloads, which may include faculty governance service, shall be evaluated based upon the assigned proportion of effort in teaching, research/creative work, and service."

C. Regent policy also requires that primary units develop explicit statements of criteria for recommendations pertaining to individual salary increases. Because of the dean's role in the annual salary review process (see II.B above), criteria used by primary units must be developed in consultation with the dean and vice chancellor for academic affairs. The statement of criteria must be in writing and available to faculty.

### **IV. Differentiated Annual Workloads**

In determining faculty workloads, the policy, "[Differentiated Annual Workloads for Faculty \(7/1/89\)](#)," should be followed.

### **V. Administrative Salary Grievance Procedure**

Each campus must have in place an administrative grievance procedure to review faculty salary inequity grievances. The procedure should apply equally to all grievants, including members of legally protected classes.