



# University of Colorado

Boulder | Colorado Springs | Denver | Anschutz Medical Campus

## BOARD OF REGENTS

### 11. COMPENSATION

#### Policy 11.B: Faculty Salary

##### 11.B.1 Salary Principles

###### (A) Introduction

The university recognizes the importance of its faculty and the need to invest resources in them to develop and maintain the capacity to achieve its mission. A fundamental purpose of the University of Colorado is the teaching of students; it is faculty members who provide that instruction. The faculty convey the latest information and techniques to students so that our graduates can be locally, nationally, and internationally competitive. A second fundamental purpose of the university is to generate new knowledge. Faculty members define the cutting edge of their fields of knowledge through their ~~research~~ scholarly/creative work, which also strengthens the education of their students. Faculty members contribute to the university's well-being, mission, and operations through shared governance and leadership and service to the institution and the community. [A glossary of salary terminology is located at the end of this policy.]

###### (B) Principles

(1) Faculty compensation is a major factor in securing the quality of the university's academic programs. Therefore, the salary needs of the faculty will be a high-priority element of budgetary planning each fiscal year. (Note: Compensation in addition to salary is determined at the university level and is described in Regent Policy 11-F Benefits)

(a) Merit shall be the prevailing factor in all recommended salary increases. Determinations of merit shall be made by a collegial and consultative process within the primary unit using clearly articulated standards of merit and employing existing primary unit (defined in the glossary) guidelines, including peer review.

(b) Salary increments shall be used to reward merit defined in terms of systematic, comparative evaluations of teaching and learning facilitation, ~~research-scholarly/and~~ research-scholarly/and creative work, clinical and/or professional practice, where relevant, and leadership and service and outreach. A unit head recommends a salary increment based upon the weights specified in each faculty member's workload assignment.

- Primary units may choose to evaluate merit over multiple years (up to five years) in order to reflect ongoing achievements in teaching, scholarly/creative work, and leadership and service that may not yield measurable results in any given year. This principle of a rolling measure of merit recognizes that some projects require years to come to fruition and that strongly productive years may coincide with years with low salary pools. This approach produces more equitable and accurate results.

~~(b)~~(c) Each campus may implement structural adjustments for market, career merit inequities, salary equity, and promotion, as needed, within the guidelines of the salary policy (see section 11.B.2), always basing such adjustments upon the systematic, ~~comparative~~ evaluation of merit. In keeping with the collegial and consultative process of determining merit increases, the general guidelines and rationale for structural adjustments given in a primary unit shall be made known to its faculty early in the process.

~~(d) Primary units may choose to evaluate merit over multiple years (up to five years) in order to reflect ongoing achievements in teaching, research, and leadership and service that may not yield measurable results in any given year. This principle of a rolling measure of merit recognizes that some projects require years to come to fruition and that strongly productive years may coincide with years with low salary pools. This approach produces more equitable and accurate results.~~

(2) Salary pools (defined in the glossary) may differ from campus to campus. The approved range in the salary pools must include both base-building and any non-base building salary adjustments.

(a) Academic units that have approved alternative faculty compensation plans shall follow the requirements of those plans. Such plans may differ from the details contained in this policy. However, alternative compensation plans shall uphold the basic principle that merit is the prevailing factor in all recommended salary increases.

(b) Each campus shall develop a plan for allocation of approved salary levels that provides guidelines for implementing these salary principles. Plans must be developed and implemented in consultation with faculty. Plans must also adhere to adopted principles, but may differ in specifics from campus to campus where those differences are appropriate and justified. Campus plans shall address the processes of determining salaries for the faculty and shall be made available to all campus faculty members.

95 (c) Faculty members may be awarded non-base building salary  
96 based on merit and in accordance with specific criteria and  
97 guidelines approved by the campus chancellor. These increases  
98 may be awarded for no more than one academic year at a time;  
99 however, they may be renewed in subsequent years. Non-base  
100 building increases may take the form of fellowships, awards, etc.  
101 The use of non-general funds as the source of such  
102 compensation is encouraged. Award criteria and source of  
103 funding must be approved in advance by the campus chancellor.

105 (d) The university has long recognized non-base building salary  
106 increases for extra duties authorized in accordance with defined  
107 approval processes in Section [H 11.B.2\(H\)](#), Additional Pay.

109 (3) An Open Process. There must be ongoing communication regarding  
110 standards of performance for merit increases among faculty members  
111 and all administrative (chairs, deans, and campus academic affairs  
112 office) levels. All annual merit evaluation standards for faculty members  
113 shall be developed in consultation with them and incorporated into  
114 primary unit criteria. These standards must identify what level of  
115 performance meets professional expectations. Also, ~~any changes to~~  
116 ~~structural adjustment annual policiesy decisions to provide competitive~~  
117 ~~increments or to address relative internal salary position~~ shall be made  
118 known to faculty members. Each faculty member shall have access to a  
119 copy of the evaluations and recommendations, from all administrative  
120 levels, regarding ~~his or her~~ their review for a merit increase.

122 Each campus shall have a salary oversight committee composed of  
123 faculty members and administrators. The faculty representatives shall  
124 be selected by a method that is mutually agreed upon by campus  
125 faculty governance and campus administration. The committee shall  
126 examine the salary process on the campus and review salary  
127 recommendations -- by category rather than by individual case -- to  
128 ensure compliance with this policy. It is the responsibility of this  
129 committee to assure that peer ratings of merit are, on the whole, the  
130 primary determinants of salary adjustments.

132 Each campus shall have in place a salary grievance process to which  
133 faculty members may turn for review of their individual salaries.

134  
135 11.B.2 Salary Policy

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137 (A) **Salary Adjustments.** The resources for salary increases are dependent on:  
138 (1) external decisions, e.g., state funding ~~and~~; (2) system decisions, based on  
139 general principles for allocation to the campuses worked out collectively by the  
140 chancellors and the president, subject to approval by the Board of Regents;  
141 and (3) internal decisions, e.g., each campus's stated goals for compensation  
142 based on analysis of the competing demands for resources among campus  
143 priorities.  
144

145 Each campus wishes to compensate its faculty in a manner that explicitly  
146 rewards meritorious performance in teaching, ~~research-scholarly/and~~ creative  
147 work, clinical and/or professional practice, where relevant, and leadership and  
148 service and in a manner that is competitive with its marketplace (as fiscal  
149 constraints allow). Accordingly, unit heads should provide separate evaluation  
150 scores for: instruction and learning facilitation, ~~research-scholarly/and~~ creative  
151 work, clinical and/or professional practice, where relevant, and ~~3~~ leadership  
152 and service and outreach. The evaluation scores should be weighted according  
153 to the individual's agreed-upon workload allocation or as assigned in the prior  
154 year.

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156 A range for each campus's salary pool increase or decrease shall be  
157 developed by the president and campus chancellors and approved by the  
158 Board of Regents each spring as part of the ongoing budget process.

159  
160 Funds for salaries and annual merit increases derive from several sources,  
161 including state appropriations, tuition, grants and contracts, endowments, and  
162 faculty practice plans. The award of merit increases depends upon the funds  
163 available. Increasingly, faculty activities are becoming a major source of those  
164 funds.

165  
166 Notwithstanding any provision of this policy, the chancellor or the president  
167 may designate funds to distribute for salary increases for ~~extraordinary~~ merit,  
168 salary equity, market, career merit inequities, promotional, title changes, and  
169 additional responsibilities (without a title change).

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171 (B) **Salary Freezes and Decreases.** When the salary pool is inadequate to  
172 provide base salary increases for faculty members, the following options are  
173 available to the campuses:

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175 (1) Base salaries may be frozen; or

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177 (2) Base salaries of faculty members may be decreased as follows: (a)  
178 simultaneous uniform percentage decreases in the salaries of all faculty  
179 members on a campus, or (b) simultaneous uniform percentage  
180 decreases in the base salaries of a class of faculty members on a  
181 campus such as those of a particular rank, or in a particular  
182 department/school, institute, center, or in a particular funding source.  
183 When base salaries are to be decreased as described in this section,  
184 the campus salary oversight committee shall review the criteria for such  
185 differential decreases as part of its normal oversight. Base salaries  
186 should not be decreased to rectify salary inequities.

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188 (C) **Relevant Policies**

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190 (1) **Salary Increases Are Merit Based.** Article 11.A.1 of the *Laws of the*  
191 *Regents*, established that salary increases for faculty members are to  
192 be given on the basis of the systematic comparative evaluation of merit,  
193 and in consideration of each individual's assigned differentiated  
194 workload assignment and total contributions to the university.  
195

196 Adjustments are based on peer evaluations of a faculty member's  
197 record in teaching, research/creative work (clinical and/or professional  
198 practice, where relevant) and leadership and service.  
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- 200 (2) **Role of Primary Unit, Department Chair, and Dean.** Each primary  
201 unit develops and makes available to all faculty members a written  
202 statement of criteria for salary increase recommendations.  
203

204 Because of the dean's and the vice chancellor's roles in the annual  
205 salary review process, the criteria used by primary units must be  
206 developed in consultation with the dean and the provost/vice chancellor  
207 for academic affairs.  
208

209 Recommendations for merit increases are to be determined by the  
210 department. In primary units where a salary committee may make the  
211 salary increment recommendations, the chair may submit comments to  
212 the dean in addition to the recommendations but may not overrule  
213 recommendations of the department or of regularly constituted  
214 committees of the department. When a school, college, or library is the  
215 primary unit, recommendations for merit increases are to be determined  
216 by the dean in consultation with school, college, or library faculty (who  
217 provide the peer review).  
218

219 Deans also play an important role in the determination of salary  
220 increases. According to the *Laws of the Regents* [[Article Policy 4.A.2](#)  
221 [\(C\)1](#)], deans are responsible for "budgetary planning and allocation of  
222 funds," including recommendations regarding faculty member salary  
223 adjustments. As deans are responsible for the overall intellectual health  
224 and vigor of their schools, colleges, or libraries through academic  
225 planning and budget decisions, they are responsible for ensuring that  
226 allocations of merit-based salary increments to individuals and of unit  
227 merit funds to units serve the larger academic purposes of the primary  
228 unit. Similarly, the provost/vice chancellor for academic affairs and the  
229 chancellor have responsibility for ensuring that the overall allocation of  
230 salary adjustments to colleges, schools, and libraries serves to benefit  
231 the campus as a whole and that the process of annual salary  
232 adjustments conforms to this policy.  
233

234 Campus merit evaluation processes must carefully balance the need to  
235 reward ~~extraordinary performance~~ those whose performance is  
236 outstanding or exceeds expectations with the need to reward  
237 ~~meritorious~~ performance that meets expectations, which is the  
238 backbone of the university. Campuses should set goals for salary  
239 allocations that embody this principle of fairness.  
240

- 241 (3) **Merit, Market, and Other Factors.** While salary increments are given  
242 to reward the performance of meritorious individual faculty members,  
243 other legitimate considerations may shape the allocation of resources  
244 for salary increases to schools/colleges and units in order to further the  
245 goals of the campus as a whole. The university is committed to  
246 identifying and remedying unlawful pay inequities.

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(a) While campus allocations to primary units should be made on the basis of merit, highly productive units should be more highly rewarded than less productive units, ~~just as highly productive faculty members should be more highly rewarded than less productive faculty members~~. In order to identify highly productive units for purposes of unit merit allocations, each campus, in a collegial process involving faculty members and administrators, should develop a process for evaluating the merit of academic units, using criteria that assess the contributions of the unit to the campus's role and mission in the areas of teaching, ~~research and scholarly/creative work, leadership and service and outreach, and clinical and/or professional practices at appropriate units.~~

(b) ~~Campuses~~ Competitive (market) increments are permitted to provide market increment adjustments to units ~~in which where there is a significant deviation from the appropriate market reference (as measured by peer group or other relevant indices) and there is evidence that of~~ faculty recruitment and retention ~~that is~~ are adversely affected. ~~These increments may not be given across the board to all members of a unit or department, but by rank and discipline, where needed, and always on the basis of merit.~~

(c) The policy recognizes the balancing concern of relative internal salary position. Care must be taken to ensure that market salary strategies do not lead to the development of basic unfairness inequities in salaries within or across disciplines. ~~Examples of this balancing strategy include but are not limited to special allocations to address structural inequities between and among ranks including:~~

- ~~(i) allocations to address salary inequities of women, minorities, and other protected classes; and~~
- ~~(ii) allocations to address compression among meritorious faculty members caused by economic factors.~~

Other legitimate grounds for salary increases include promotion and periodic review of career merit inequities. Salary differences arising from differences in the merit of performance should be expected, and are not grounds for salary equity adjustments.

(D) **Implementation.** ~~Implementation of adjustments usually is effective the first day of each fiscal year, which is July 1 usually happens annually.~~ For individual increases that equal or exceed twice the percentage of the salary pool -- e.g., 7% or above in a 3.5% campus pool -- explanatory notes are expected to accompany the recommendation.

- 297 (E) **Delay in Implementation and/or Mid-Year Salary Adjustment.** For fiscal  
298 reasons, a chancellor or the president, for system administration, may decide  
299 to delay the implementation of approved salary adjustments ~~to a date certain~~  
300 ~~beyond July 4~~. Subject to board approval, campuses may implement a mid-  
301 year salary adjustment process for additional salary adjustments.  
302
- 303 (F) **Salary Increase as a Term of a Retirement Incentive Agreement for Tenure**  
304 **or Tenure-Track Faculty.** Notwithstanding any other term or provision of this  
305 policy, the chancellors have limited authority to negotiate a salary increase as a  
306 part of an approved retirement incentive agreement for a tenure or tenure-track  
307 faculty member. See corresponding administrative policy statement.  
308
- 309 (G) **Salary Adjustment for an Administrator Returning to a Faculty Position.**  
310 The faculty salary of an administrator returning to a faculty position shall be  
311 determined by the appointing authority in consultation with the dean of the  
312 college and the chair of the unit in which the faculty position is rostered. The  
313 appropriate salary shall be based upon the faculty member's academic and  
314 administrative experience, expertise, standing in the discipline, and duties the  
315 faculty member is expected to perform. The faculty member's salary shall be  
316 within the salary range of faculty of the same rank in the academic unit and  
317 shall be no higher than the highest salary in the academic unit. The president  
318 (or the Board of Regents in the case of a president returning to the faculty) may  
319 authorize and approve exceptions to this policy only under the most  
320 extraordinary circumstances.  
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- 322 (H) **Additional Pay.** It is recognized that in certain instances additional pay is  
323 necessary to the mission of the university due to the breadth of the university's  
324 instructional and service programs. In limited circumstances employees may be  
325 asked to perform additional work integrated throughout their regular  
326 assignment, or work that is at a substantially higher level than their current  
327 assignment. In some cases, the employee cannot be reasonably expected to  
328 maintain their current workload within their normal work hours. Additional pay is  
329 most appropriate in those cases in which the employee is working on an  
330 assignment outside normal duties. Additional work hours do not count as extra  
331 service credit toward retirement; however, such earnings are subject to  
332 retirement contributions and deductions as applicable under the appropriate  
333 retirement plan.  
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- 335 Additional pay to employees providing services, on an overload basis or  
336 outside their normal duties, must be determined by the department head and  
337 other appropriate administrative officials, and approved according to campus  
338 policies and processes. Departments are encouraged to provide release time,  
339 when feasible, in lieu of additional pay when an overload assignment is  
340 necessary. All recommendations for additional pay must be accompanied by  
341 documentation of the nature of the overload assignment and summary of the  
342 employees' current responsibilities.  
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- 344 Additional pay from appointments involving two or more departments/units  
345 requires approval from all departments/units involved. All recommendations  
346 must be submitted in advance to permit time for review and approval. In no  
347 case should an employee be paid additional pay that was not pre-approved.

- 348  
349 (1) **Extra Work Outside of Regular Duties.** Additional pay for extra work  
350 outside of a full-time faculty member's regular duties may be authorized  
351 in writing by the supervisor and dean of the faculty member's primary  
352 unit for the following:  
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354 (a) Overload teaching  
355 (b) Continuing education teaching  
356 (c) Summer school teaching  
357 (d) Intersession teaching  
358 (e) Summer sponsored research, and  
359 (f) Institutional agreements as per a contract or grant.  
360  
361 (2) **Administrative Stipend.** A faculty member who has an administrative  
362 appointment or compensatory duties outside the scope of the primary  
363 position's scope of responsibilities may qualify for an administrative  
364 stipend with written approval by the supervisor and dean of the faculty  
365 member's primary unit, and as may be required by the chancellor or  
366 president. Examples include:  
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368 (a) University leadership and service, such as department chair or  
369 faculty governance; and  
370 (b) Significant workload increase, leadership, or supervisory  
371 responsibility such as Executive MBA stipend.  
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373 (3) **Fellowships, Grants and Awards.** Faculty fellowships and grants, and  
374 recognition and achievement awards constitute other forms of additional  
375 pay.  
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## 378 GLOSSARY OF TERMS FOR THE UNIVERSITY OF COLORADO'S SALARY POLICY FOR 379 FACULTY 380

### 381 **Additional Pay**

382 Additional pay is a non-base building increase to salary authorized when an overload  
383 assignment is necessary to carry out the responsibilities of the university and the employee's  
384 normal workload cannot be adjusted to permit the proposed work to be done as part of their  
385 regular duties. Administrative stipend, faculty fellowships and grants, and recognition and  
386 achievement awards constitute forms of additional pay.  
387

### 388 **Administrative Stipend**

389 An administrative stipend is a form of additional pay authorized to be added to annual salary,  
390 either monthly or as a single amount, for additional duties or services the employee provides  
391 outside the primary position's scope of responsibilities. Administrative stipends are time-specific  
392 and shall not continue beyond the termination of the additional administrative duties.  
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### 395 **Career Merit**

396 Merit is the ~~constant principle on prevailing factor for~~ which salary increases are made. Year to  
397 year variations in the amount of funds in the available salary pool as well as the timing of faculty  
398 productivity can lead to inequities over time.,-but, because the salary pool varies from year to



399 ~~year, the actual “reward” that a faculty member gains for meritorious performance can vary from~~  
400 ~~year to year. Two faculty members who begin with the same salary and who have equally~~  
401 ~~productive records could find themselves, after 5 or 10 years, with different salaries simply due~~  
402 ~~to variations in the merit pool from one year to the next and the timing of their productivity.~~

403 Evaluations using career merit allow a unit to remedy any inadvertent discrepancies caused by  
404 the vicissitudes of budgets and timing of productivity.

#### 405 **Salary Equity**

406 The university is committed to salary equity for all members of the faculty minorities and women  
407 ~~and has followed~~ a practice of periodic equity reviews of ~~the salary profiles of these groups to~~  
408 ~~compared to others in the primary unit. Each campus also now has a process for reviewing the~~  
409 ~~salary grievances of individual faculty to ensure equitable evaluation of merit.~~

#### 411 **Market Increments**

412 Market increments are increases in salaries given to the primary unit departments and/or  
413 ~~individuals~~ to match significant competitive changes in the salary available to members of a  
414 particular discipline or specialty at comparable institutions. ~~At times, shortages drive up the~~  
415 ~~salaries of specialists in a field; in order to keep valued faculty in these fields and maintain~~  
416 ~~quality at the university, market increments are provided.~~

#### 418 **Merit**

419 Merit is the prevailing factor historical basis for all salary increases at the University of  
420 Colorado. Peer evaluation of faculty performance in the areas of teaching,  
421 ~~research~~scholarly/creative work, and leadership and service forms the basis for merit increases.  
422 Salary adjustments or increases that take into account market, career merit inequities, salary  
423 equity, or structural factors must be simultaneously based on merit.

#### 425 **Non-Base Building Salary**

426 Non-base building salary, authorized as additional pay, may come in the form of a stipend,  
427 fellowship, grant or award. Like other types of salary, it must be granted on the basis of merit.  
428 Non-base building salary may be authorized if funds are available and for no more than one  
429 year at a time. Recipients may be eligible to receive non-base building salary in subsequent  
430 years, but the university is under no obligation to renew the award. The use of non-general  
431 funds as the source for such salary is encouraged. Campuses that provide non-base building  
432 salary must develop specific guidelines with criteria for such awards. Criteria and sources of  
433 funds must be approved in advance by the chancellor. Non-base building salary is one of the  
434 university's strategies to increase resources for the faculty.

#### 436 **Primary Unit**

437 Primary unit refers to the unit composed of professional colleagues having authority to make  
438 personnel recommendations. In schools, colleges, or libraries with departmental organizations,  
439 each department will constitute a primary unit. In a school, college, or library without such  
440 organization, all tenured and tenure-track faculty members shall have responsibility for  
441 developing the terms of their working structure whereby the primary unit is defined.

#### 442 **Salary Adjustments**

443 Salary adjustment refers to either increases or decreases in salaries.

#### 444 **Salary Pool**

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

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**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. For example, salary compression for senior faculty could lead to the decision to make structural adjustments to the salaries of full professors.

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**History:**

(Former Regent Policy 11-E 401(a) Optional Retirement Plan for Faculty and Unclassified Staff, adopted 8/20/92 was rescinded on 05/19/09 as the provisions have been incorporated into new Regent Policy 11-F. Benefits. As part of the 05/19/09 resolution, the board authorized staff to reformat and renumber the sections contained in Policy 11. This policy is now listed at Policy 11-B.

465

New Regent Policy 11 regarding Faculty Salary, approved 05/19/09:

- 467 • Replaces and incorporates the provisions of Regent Policy 11-F-2 Compensation Principles and Policy for Faculty and Glossary, adopted 8/8/96; rescinded on 05/19/09.
- 468 • Replaces and incorporates the provisions of Regent Policy 11-F-2 Addendum to
- 469 Compensation Principles and Policy for Faculty, adopted 8/12/04; rescinded on 05/19/09.
- 470 • Replaces and incorporates the provision of additional pay for extra work contained in
- 471 Regent Policy 5-D Additional Remuneration For Extra Work, adopted 11/3/05; rescinded on
- 472 05/19/09.
- 473 • Incorporates the provision for faculty salary computation for a faculty member ending an
- 474 administrator appointment and returning to a faculty appointment contained in Regent Policy
- 475 3-I. Compensation for Administrative Officers Returning to AY Faculty Positions, revised
- 476 6/2/04.)
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