

**PROCEDURES FOR
ACADEMIC FACULTY AND ADMINISTRATIVE PROFESSIONAL STAFF
SALARIES**

Revised and Adopted by the Provost-Executive Vice President

and the

Vice President for University Operations

Effective: April 1, 2014

I. INTRODUCTION

This document describes the procedures for determining salary for faculty and administrative professional positions in the annual salary exercise and for off-cycle adjustments.

No salary ranges per rank are currently recommended for faculty and administrative professional positions. For new tenure-track hires at the Assistant Professor level or above, units should offer salaries no less than 100% of the average of the CCHE disciplinary peer group for entry-level salaries within their disciplines. If, for some reason, the unit makes an offer at less than this level, the responsible Dean must provide a rationale and receive approval from the Provost-Executive Vice President.

Salary equity issues are considered as part of the annual salary exercise. Proposals to address inequities should be discussed with the Dean and Provost-Executive Vice President or appropriate Vice President, and integrated into the unit's annual budget plan and annual salary exercise. The annual Individual Salary Equity Study for Tenure-Track faculty salary report that is produced by Institutional Research will be used as the basis from which plans can be developed for faculty positions. The annual increment provided for salary increases may be used to address discipline equity, if approved by the appropriate Vice President or Provost-Executive Vice President. If the principle for salary minima creates equity problems within the department, the dean and Provost-Executive Vice President will develop plans and/or identify funds to address the issue. This process should allow for salary differences based on performance, market, and/or other factors approved by the Dean and Provost-Executive Vice President or appropriate Vice President.

II. PROCEDURES FOR 12- AND 9-MONTH APPOINTMENTS AND CONVERSIONS FOR FACULTY AND ACADEMIC ADMINISTRATIVE POSITIONS

A. FACULTY APPOINTMENTS

- 1) Tenure-Track Faculty Appointments. Except as provided in the following paragraph, all faculty appointments involving teaching, research, service, or outreach commitments are for a period of 9 months, concurrent with the academic year and consistent with tenure status. Additional employment during the summer, not to exceed three months, may be arranged based on specific assignments involving summer teaching, research, service, or administrative responsibilities, as sponsored projects, departmental and college resources and needs dictate. Such summer appointments are considered temporary and are not counted towards tenure.
- 2) Conversion of Faculty Appointments from 12 to 9 Months. When a faculty member on tenure track has a 12-month appointment, tenure protection applies only to the 9-month, academic-year component of the appointment (see Academic Faculty and Administrative Professional Manual section E.2.1.5.b).

Refer to Offer Letter Templates available at <http://provost.colostate.edu/faculty-administrative-professionals/> for further information.

B. ACADEMIC ADMINISTRATIVE APPOINTMENTS

- 1) Salary Guidelines for Conversion from Faculty to Administrative Status.

For appointment from faculty rank to academic administrative rank, salary should be based on the following factors:

- a) Current salary
 - b) Changed scope of responsibilities. A salary adjustment is warranted consistent with scope and complexity of the new administrative responsibilities.
- 2) Salary Guidelines for Reassignment from Administrative to Faculty Status.

The same factors should be used in reciprocal conversions, except that the proportional amount of any salary adjustments based on promotion or merit awarded during the time of administrative service should be applied to the new base. The administrative salary would be adjusted as follows:

- a) Remove the salary adjustment for administrative responsibilities.
 - b) Convert from 12- to 9-month base, using 9/12 of the 12-month salary or be based on administrative appointment offer letter.
 - c) Summer assignments or other commitments and their attendant compensation shall be negotiated at the time of reassignment.
- 3) Salary Guidelines for Interim Positions.

The basic procedure for determining the salary and conditions for the academic administrative appointment for interim positions is the same as stated above. Prior to appointment, salary and conditions of employment shall be detailed in writing and approved by the appropriate University officials. Conditions of employment should include the date of employment, description of benefits (including vacation), the annual salary, description of the "at will" status for academic administrators, and conditions regarding reassignment from administrative responsibilities to the faculty position.

III. PROCEDURES FOR OFF-CYCLE SALARY INCREASES

A. SALARY ADJUSTMENT PROCEDURES THAT REQUIRE PROVOST-EXECUTIVE VICE PRESIDENT/PRESIDENT APPROVAL

Salary adjustments are normally made during the annual salary exercise and presented to the Provost-Executive Vice President and President for approval as a single document in the spring/summer of each fiscal year for implementation on July 1. Off-cycle salary adjustments are allowed only in exceptional circumstances and only after review by the appropriate Vice President prior to submission to the Provost-Executive Vice President/President for final approval. All salary adjustments must be consistent with the department and college salary equity and strategic plans. Any request is to include salary comparisons, when available, for those in the same job category or with similar job duties and responsibilities as the member for whom a salary adjustment is being requested.

The following is a listing (not all inclusive) of the off-cycle salary adjustments that may be considered by the University in exceptional circumstances. Each Vice President is responsible for providing adequate justification for these off-cycle changes. The Vice

President will recommend action to the Provost-Executive Vice President or President, depending upon their reporting line, who has final decision authority. The "Request for Individual Salary Adjustment Outside the Annual Merit Cycle" form must be completed (copy attached to this procedure). Forms must also be approved by OEO.

- 1) Critical Retention Need. Written justification as to the critical nature of the retention must be presented to the appropriate Vice President. This justification should describe the circumstances under which the University is unlikely to retain the member unless action is taken. If possible, the request should include offer letters and other relevant documentation.
- 2) Additional Duties/Increase in Responsibilities with or without Change in Job Title. A current employee is assuming additional duties or responsibilities that include the basic responsibilities of the current position. There may be a new job title associated with the additional duties. The change in job title and additional duties must be reviewed and approved by the Office of Equal Opportunity (OEO), and the position must be approved by Human Resources. If a current employee is assuming additional responsibilities equal to or greater than 30% of their present time and effort, and taking into consideration whether current duties are to be reassigned to another position, OEO will determine whether the position is "new." This section does not apply to a current employee who accepts a new position at CSU as a result of an approved and completed search process (see "New Positions", below). The department is expected to provide detailed descriptions of the past duties and new duties, including the differences in education, training, experience, required independent decision-making and judgment involved.

NOTE: Many professionals are asked to take on additional responsibilities without any additional compensation. An off-cycle salary increase is warranted only in exceptional circumstances or if an additional increment was specified in the hire letter approved by the appropriate Vice President to take effect when the member reached a specific level of training, education or experience.

- 3) Beginning Contract Date Different from July 1. If a contract or grant requires an off-cycle salary adjustment, justification must be presented along with the contract or grant provisions to the appropriate Vice President for approval. The justification may need to include a plan for later reducing the off-cycle salary increase should the circumstances surrounding the off-cycle increase warrant so. An example for this would be the contract or grant ends and responsibilities decrease and the original off-cycle salary increase is no longer appropriate. This type of request should be infrequent as most increases should be included with the annual salary exercise.
- 4) Acting/Interim Appointments. Interim appointments may only be made to an existing position that is currently vacant. Written justification must be approved by the appropriate Vice President and approved by OEO. Additionally, the information provided regarding the interim appointment must clearly define the salary increase as a result of this appointment, and also indicate what the plan is to reduce or remove the off-cycle increase once the acting/interim responsibilities have ended.

- 5) Decrease to Current Salary. Salary adjustments that decrease the current salary of an employee (moving off an interim assignment, temporary appointments going to permanent appointments, etc.) require Vice President review and approval. Requests (including the Salary Adjustment Request Form) should be completed by the member's department head and forwarded to the appropriate Vice President. If approved, the request will be forwarded to Human Resources along with the required HR certification form (see [HR website](http://www.hrs.colostate.edu), <http://www.hrs.colostate.edu>, for forms) for inclusion on the monthly Personnel Action Item list submitted to the President for approval.
- 6) New Positions. New or current academic faculty and administrative professional staff appointments that do not include responsibilities of their current position are considered new positions. Salary is determined by the appointing authority, taking into account consideration of salary equity with like positions. OEO will have the final determination as to what constitutes a new position. Additional steps are required to create or fill a new position. Refer to your appointing authority and reference the [HR website](#) for more details.

B. SUBMISSION DATES FOR OFF-CYCLE SALARY INCREASE REQUESTS

A standard submission period below has been adopted by the University to bring efficiencies in reviewing and processing off-cycle requests for promotion and retention requests. Equity adjustments are handled through the Annual Salary Exercise. In order to help eliminate problems associated with annual base salary amounts changing in the personnel/payroll system after the snapshot has been taken for the Annual Salary Exercise, off-cycle requests are not processed after February 1 except in extraordinary circumstances (such as critical retention when a faculty member might otherwise leave the University). When changes occur after the snapshot date in March, there is the possibility of departments inadvertently computing an increase for an employee on the incorrect annual base salary amount in the Annual Salary Exercise. The results of the Annual Salary Exercise loads into the personnel/payroll system effective July 1 and will not take into account any off-cycle increase that was processed after the snapshot was taken.

<u>Request Submission Deadline Dates:</u>	<u>Target Start Date for New Salary:</u>
October 1	November 1
February 1	March 1
Annual Salary Exercise	July 1

C. REQUIRED APPROVALS

Chart: Approvals Required For Changes To Appointment/ Salary For
Academic Faculty Or Administrative Professional Staff

REASON FOR CHANGE	REQUIRED APPROVALS		
	OEO	VP	PROVOST/PRESIDENT
Critical Retention	YES	YES	YES
Additional Duties/Increase in responsibilities with or without change in Job Title	YES	YES	YES
Beginning contract date different from July 1	NO	YES	YES
Acting/Interim appointments	YES	YES	YES
Decrease in salary	YES	YES	YES
New Position	YES	YES	YES

**IV. OTHER INFORMATION/GUIDELINES FOR PROCESSING OFF-CYCLE SALARY
ADJUSTMENTS/CHANGE OF APPOINTMENT REQUESTS**

- A. Off-cycle salary adjustments are not awarded for merit-based performance nor can they be justified based on the source and level of funding for a position, except as specifically provided in an approved, university-wide plan regarding merit-based pay.
- B. Requests for salary adjustment outside the annual merit cycle process should not be backdated. The effective date for a salary increase/decrease will be the first of the month following the date of approval of the Change of Status Request by the appropriate Vice President. ONLY IN EXTRAORDINARY CASES, increases may be requested earlier (retroactive), if specifically detailed rationale and any written documentation that supports the request is provided and approved by appropriate Vice President or the President, depending upon reporting line. NOTE: Should a salary increase take effect that the Provost-Executive Vice President or President subsequently does not approve, the salary will revert back to the original salary and excess payments recovered from the employee.
- C. Prompt communication back to colleges and departments on salary increases approved or denied is the responsibility of the responsible Vice President.

- D.** Documentation to be submitted to Human Resources, as described in the Human Resources Manual, will include: "Request for Individual Salary Adjustments Outside the Annual Merit Cycle" form; evidence of OEO approval for the request, if required; and certification form. These will be included as part of the monthly Personnel Action Approval process.
- E.** Human Resources will compile a list of all off-cycle personnel/payroll adjustments and forward this material to the Vice President for University Operations for submission to the President's Office monthly.