

## Existing EO64 with Revisions Proposed by President Emmert on 5/25/10

### Footnote #2: Faculty Salary Policy

The fundamental purpose of the University of Washington Faculty Salary Policy is to allow the University to recruit and retain the best faculty. To accomplish these two objectives, the faculty must have confidence that their continuing and productive contributions to the goals of their units and to the University's missions of teaching, research, and service will be rewarded throughout their careers. To compete for the best faculty, the University must be competitive with its peers. To retain the best faculty requires a similarly competitive approach. Therefore, the University places as one of its highest priorities rewarding faculty who perform to the highest standards and who continue to do so throughout their appointments at the University. This new policy is designed to provide for a predictable and continuing salary progression for meritorious faculty.

Salary funds must be used to attract, retain, and reward those faculty whose continuing performance is outstanding, while recognizing that disciplinary variations exist in the academic marketplace. Accordingly, the University's Salary Policy must allow for differential allocations among units. This provides the necessary flexibility to address the market gaps that develop between UW units and their recognized peers, acknowledges existing and future differentials in unit performance and contribution, and also recognizes that differing funding sources and reward structures exist among schools and colleges. The policy must ensure that equity considerations and compression are also addressed as needed.

The University's Salary Policy is founded upon the principle that individual salary decisions must be based on merit as assessed by a performance review conducted by faculty and administrative colleagues. Salary adjustments for performance and retention, as well as salary awards stemming from differential unit performance and marketplace gaps, are based upon a consultative process of faculty and administrative evaluation. Merit/performance evaluations are unit-based and reward the faculty for their contributions to local units as well as to the University's goals.

*Allocation Procedure.* As described below, this Faculty Salary Policy calls for deliberations among the administration and faculty. As such, the policy seeks to manifest shared governance that is at the core of the Faculty Code. Regardless, the final decision on the University budget, including salaries, rests with the Board of Regents.

Salary progression as envisioned in this policy and the regular merit salary increases or promotional increases for those faculty members otherwise eligible will be implemented only if the Board of Regents in its sole discretion determines there are sufficient funds and approves a budget that expressly provides for such increases. Further, the Board of Regents will take into consideration any limitations that the Governor and/or Legislature enact on salary progression.

~~Resources from both external and internal sources are used to fund faculty salaries. The Faculty Salary Policy anticipates new resources being made available from the Legislature, including legislative allocations for faculty salary increases and special legislative allocations for recruitment and retention, or through funds from tuition increases. Funds centrally recaptured from faculty turnover, grant, contract, and clinical funds available to individual units, and other internal resources which the Provost might identify are also used to support the plan.~~

Prior to the beginning of each biennium fiscal year, the Provost will meet-consult with the Board of Deans and Chancellors, the Faculty Senate Planning and Budget Committee, and the University Budget Committee to formulate a recommendation for a salary distribution plan, including providing an opportunity for input into the criteria to be considered in formulating the plan. If the salary distribution plan to be recommended by the Provost includes a minimum equal-percentage salary increase less than a 2% regular merit increase, an explanation of the basis for the recommendation will be provided to the Board of Deans and Chancellors, Faculty Senate Planning and Budget Committee, and University Budget Committee, with an opportunity to provide comment and feedback before a final recommendation is forwarded. ~~After consultation with the above groups,~~ the Provost shall then make a recommendation to the President for faculty salary allocations. The President shall then make a recommendation to the Board of Regents for faculty salary allocations for the fiscal year. Upon adoption of the University budget by the Board of Regents, which will include any approved ~~decide~~ faculty salary allocations for the biennium fiscal year, ~~and~~ this decision shall be reported to the Faculty Senate and to the University community more broadly.

*Allocation Categories.* Consistent with the stated objectives, the first priority shall be to support regular merit and promotion awards to current faculty. Further, each biennium the minimum salaries by rank will be reviewed and, if adjusted, support will be provided to ensure those minimum levels are achieved. Other funds, as available, may be allotted among the following faculty salary+ adjustments:

1. Additional merit to all faculty;
2. Differential distributions by unit to correct salary gaps created by changing disciplinary markets or assessments of unit quality;
3. Recruitment and rRetention;
4. System wide adjustments to raise the salaries of all meritorious faculty.

Merit Principle and Review. The University commits to support salary adjustments based on performance evaluations for those faculty deemed meritorious after a systematic review by faculty colleagues, department or unit head, Dean, and Provost. In order for these performance evaluations and merit salary recommendations to be meaningful, they must be done systematically and over an appropriate length of time to be able to make true quality assessments about performance and progress, considering the cumulative record of faculty.

All faculty shall be evaluated annually for merit and for progress towards reappointment, promotion and/or tenure, as appropriate. Upon approval by the Board of Regents of a regular merit salary allocation, A a faculty member who is deemed to be meritorious in performance shall be awarded a regular 2% merit salary increase at the beginning of in the following academic year. Higher levels of performance shall be recognized by higher levels of salary increases as permitted by available funding. The Board of Regents also has the discretion to provide a minimum equal-percentage merit salary increase that is less than 2%.

Any faculty member whose performance is not deemed meritorious shall be informed by the Chair/Dean of the reasons. If deemed meritorious in the next year's review, and a regular merit salary allocation has been approved by the Board of Regents, the faculty member shall receive a regular 2% merit increase at the beginning of in the following academic year. A departmental

advisory committee, appointed consistent with [Section 24-55H](#) of the Faculty Code, will consider the development needs of faculty members not receiving regular merit salary increases for two consecutive years.

*Promotion.* ~~In addition to regular merit salary allocations,~~ [Upon approval by the Board of Regents of a promotion allocation,](#) each faculty member who is promoted in rank shall be awarded a 7.5% promotion salary increase beginning on the date the promotion is effective.

*Unit Adjustments.* Additional salary funds may be allocated by the Provost to colleges and schools at any time during the biennium, after appropriate consultations with the Faculty Senate Planning and Budgeting Committee, to address differentials occurring in the academic labor markets and to reflect assessments of the quality, standing, and contributions of units to College, School, and University goals. Unless specifically allocated by the Provost for a particular unit or purpose, the Deans shall consult with their elected faculty councils before distributing any additional salary increase funds among their constituent units. The procedures of [Section 24-55](#) of the Faculty Code will be followed in distributing funds allocated to adjust faculty salaries based on merit.

*Retention Adjustments.* With approval from the Provost, college-administered or University funds may be used to adjust faculty salaries as a means to retain faculty members at the University of Washington either at the time of merit reviews or at other times as necessary throughout the academic year. Assessments of a faculty member's quality and unit contribution are essential elements in decisions to make retention adjustments. Consultative processes to recommend retention adjustments shall be established at the unit level following the procedures set forth in [Section 24-71](#) of the Faculty Code.

~~*Funding Cautions.* This Faculty Salary Policy is based upon an underlying principle that new funds from legislative appropriations are required to keep the salary system in equilibrium. Career advancement can be rewarded and the current level of faculty positions sustained only if new funds are provided. Without the infusion of new money from the Legislature into the salary base, career advancement can only be rewarded at the expense of the size of the University faculty. Without the influx of new money or in the event of decreased State support, a reevaluation of this Faculty Salary Policy may prove necessary.~~

*Executive Order No. 64 of the President, January 7, 2000.*

[Executive Order No. \\_\\_\\_\\_\\_ \(Replacing and Superseding Executive Order No. 64\) proposed May 25, 2010.](#)