

**EXHIBIT 6**

**Western Washington University**

**Compensation Systems Policies for**

**Non-Exempt Staff, Exempt Staff, and Faculty**

## **COMPENSATION SYSTEMS POLICIES FOR NON-EXEMPT STAFF, EXEMPT STAFF, AND FACULTY**

### **CLASSIFIED POSITIONS:**

#### **Washington Administrative Code Chapter 251-08**

WAC 251-08 is implemented by the Washington State Department of Personnel.

#### **Compensation plans—General:**

The director shall prepare and, subject to board approval, periodically revise in a manner consistent with the development of the original plan, compensation plans for all classes. The plans shall provide for:

1. Full compensation to each employee for all work assigned and performed.
2. Regular salary increment increases based upon length of service for all employees whose performance is such as to permit them to retain job status in the classified service.
3. Assignment of each class to a salary range reflecting prevailing rates in other public employment and in private employment in this state or in the locality in which the institution is located, provided funds are available as defined in WAC 251-08-051.
4. The rates in the salary schedules or plans to be increased if necessary to attain comparable worth.
5. Equal pay for similar duties, responsibilities, and qualifications among classes as determined by the salary survey process.
6. Such other provisions as are appropriate in the establishment and maintenance of compensation equity in relation to prevailing practices found in Washington state private industries and other governmental units.

#### **Compensation plans—Content:**

The compensation plan shall apply to all approved classes, and shall include:

1. Salary schedules (grids) including regular increment step increases within salary ranges.
2. Classification schemas assigning each class to a salary range of an approved salary schedule.
3. Such supplemental compensation plans and provisions as are necessary to implement approved compensation practices as provided in chapter 251-09 WAC and/or such area wage variances as may be approved by the board for each member institution.

#### **Compensation plans—Salary survey:**

Comprehensive and trend salary surveys will be conducted in accordance with applicable portions of chapter 41.06 RCW.

#### **Compensation plans—Adoption:**

1. The proposed compensation plans shall be submitted by the Director to the Board for adoption, revision, or rejection.
2. Twenty calendar days prior to open hearings on the plans, the Director shall circulate notice of the hearing to enable affected employees, employee representatives, institutions, and related boards to present their views either orally or in writing. The notice shall state the date, time, place of the hearing and shall include a copy of the proposed plans or revisions or reference thereto.

**Compensation plans—Implementation:**

Implementation of the results of salary and fringe benefit surveys shall be subject to approval as to availability of funds by the Director of the Office of Financial Management and after consultation with the Chief Financial Officer of each institution for that institution, or in the case of the various community colleges, by the Chief Financial Officer of the State Board for community and technical colleges.

**Compensation plans--Additional salary survey:**

Upon the establishment of new classes, redefinition of existing classes, realignment or reorganization of duties and responsibilities, recruitment difficulties, employee or appointing authority salary protests, or whenever the board or director finds it necessary in the administration of the plans, the director shall conduct additional salary surveys. Such findings and recommendations shall be presented by the Director for consideration by the Board.

**Salary—Limits:**

The basic compensation rate for all employees shall be within the salary range assigned to the class, unless a different rate is permitted by these rules or by the board because of special circumstances.

**Salary adjustment:**

The personnel officer may authorize a salary adjustment for an employee within the salary range of the current class to address issues that are related to recruitment and retention, such as equity, alignment or competitive market conditions.

**Salary—Entrance:**

The entrance salary for any nonpermanent employee of the institution shall be the minimum salary step of the range unless the personnel officer authorizes a higher entrance salary step.

**Salary--Periodic increment:**

1. Employees whose performance permits them to retain job status in the classified service shall receive periodic increments within the steps of the salary range. The salary of each employee shall be increased two steps on the periodic increment date and annually thereafter on the periodic increment date, not to exceed the maximum step of the range. An exception to the two step movement on the periodic increment date are those employees who occupy classes included in the locality special pay plan per WAC 251-09-090 which applies only to University of Washington Medical Centers. The salary of each employee under this plan shall be increased as specified in the medical center special pay plan.
2. When the periodic increment date falls on the same effective date as another salary action, the periodic increment shall be applied prior to, and in addition to, any other action resulting in a salary increase or decrease.

**Periodic increment date:**

1. For purposes of payment of periodic increment increases, the effective date shall be determined as follows:
  - (a) The first of the current month for actions occurring between the first and the fifteenth of the month; or
  - (b) The first of the following month for actions occurring between the sixteenth and the end of the month.
2. The periodic increment date of new employees or probationary employees who are reappointed to a new class during the probationary period shall be established:
  - (a) Upon completion of six months in the class for those appointed at the first step in the salary range; or
  - (b) Upon completion of twelve months in the class for those appointed at a salary step above the first step in the salary range.
3. The periodic increment date of all employees shall be changed as follows:
  - (a) Upon promotion, the existing periodic increment date will be eliminated and a new date established to be effective upon completion of the trial service period;
  - (b) Upon reappointment of a probationary employee during the probationary period, the former periodic increment date will be eliminated and a new date established as provided in subsection (2) of this section;
  - (c) Upon reallocation under WAC 251-06-080 (1)(a) of an employee who is at the top step of the current salary range, the employee will be given a new periodic increment date which will be six months following the reallocation action;
  - (d) When a leave of absence without pay exceeds ten working days in any calendar month, or exceeds ten consecutive working days, the date will be extended by one month, except as provided by WAC 251-22-165(5), 251-22-180, and 251-19-130;
  - (e) When employees return from layoff status, the date will be reestablished and extended by an amount of time equal to the period of layoff in order to give credit for time served in a salary step prior to layoff;
  - (f) When a cyclic year position leave of absence without pay exceeds ninety calendar days, the periodic increment date shall be extended on a month-by-month basis. Provisions of subsection (d) shall apply to that period exceeding the ninety calendar days. Cyclic year position employees serving a probationary or trial service period will have their periodic increment dates extended by an amount of time equal to the period in which the employee is on leave of absence without pay;
  - (g) When employees are reverted from trial service following promotion (or return from alternate appointment), the periodic increment date held prior to promotion or layoff will be reestablished;

- (h) When the Director or the personnel appeals Board orders remedial action per WAC 251-12-600, the periodic increment date may be modified as part of the order.
4. The periodic increment date of all employees shall remain unchanged for all other actions including, but not limited to, transfer within class, appointment to another class with the same or lower salary range maximum, and reallocations except as provided in subsection (3)(c) of this section.
  5. The periodic increment date for incumbents of exempt positions which are converted to classified status shall be established as provided in WAC 251-19-160.

**Salary—Promotion:**

An employee who is promoted shall be paid at the salary step which represents a two-step increase over the salary received immediately prior to the promotion. If the two-step pay increase falls between two steps of the new range, the increase shall be rounded up to the next higher step of the new range. The personnel officer may authorize more than a two-step increase. All promotional increases must be within the salary range for the class.

**Salary—Reallocation:**

1. An employee occupying a position that is reallocated to an existing class with a higher salary range maximum shall receive an increase in the same manner as is provided for promotion in WAC 251-08-110. The periodic increment date shall be established as provided in WAC 251-08-100.
2. An employee occupying a position that is reallocated to an existing class with a lower salary maximum shall be placed in the salary step in the new range which is closest to the current salary, provided such salary does not exceed the top step of the new salary range.
3. When reallocation is necessary because the board has created, abolished, or modified a class, the incumbent will remain in the position and therefore will not be afforded layoff rights. Employees will be affected as follows:
  - a. An employee occupying a position reallocated to a class with a lower salary range maximum will retain his/her salary as of the date preceding the effective date of the board's action and will be allowed to achieve the salary maximum of the former class. The employee will lose the right to such salary maintenance if he/she subsequently voluntarily demotes, promotes or moves to another class;
  - b. An employee occupying a position reallocated to a class with a higher salary range maximum will have his/her salary adjusted to the same step in the new range as was held in the previous range. The periodic increment date of the affected employee will remain unchanged;
  - c. Reallocations due to the board's creation, abolishment, or modification of a class become effective on the effective date of the board's action.

**Salary--Layoff, reversion, demotion:**

1. When an employee who has been separated returns from the institution-wide layoff list to the same class occupied immediately prior to layoff, the employee shall return to the same salary step held at time of layoff, unless the employee is currently employed by the institution and to do so would cause him/her to suffer a reduction in salary.

2. When an employee accepts a layoff option under WAC 251-10-030(4), the salary shall be retained provided it does not exceed the top step of the new range.
3. When an employee accepts a layoff option under WAC 251-10-030(5), the salary shall be determined by the personnel officer.
4. When an employee is reverted from trial service following promotion (or returns from alternate appointment), the former salary step shall be restored, provided that adjustments shall be made to take into account any periodic increments which would have occurred during the trial service period.
5. When an employee accepts a voluntary demotion, the salary shall be determined by the personnel officer.
6. For disciplinary demotion, the salary shall be lowered step-for-step. The personnel officer may, however, authorize exceptions to this provision.

**Salary--Survey implementation:**

When adjustment in salary range is based on implementation of a salary survey and there is no change in class concept, duties and responsibilities, the salary shall be adjusted to the same step in new range as held in previous range, except for those instances when the new range has a different number of salary steps, in which case the Director shall determine the proper salary adjustments.

**Salary--Part time:**

Part-time employment shall be compensated on the same pro rata basis as the appointment bears to a full-time appointment unless otherwise adjusted per WAC 251-09-090.

**Salary--Conversion of exempt position:**

The incumbent of an exempt position converted to classified status per the provisions of WAC 251-19-160 shall be placed at the first step within the salary range or range extension which is not less than the current exempt salary.

**Payroll certification:**

A disbursing officer shall not pay any employee holding a position covered by chapter 41.06 RCW unless the employment is in accordance with chapter 41.06 RCW and the provisions of these rules. The Board and the institutions of higher education, including the state board for community and technical colleges which shall act for the various community colleges and the Director of the Office of Financial Management shall jointly establish procedures for the certification of payrolls.

Effective Date: 12-21-87  
Revised: 8-15-00

## **GUIDELINE**

Authority: WAC 251-08-080

Approved By: Director of Human Resources

### **GUIDELINE 002 --- Starting Salaries for Classified Staff**

This guideline applies to all classified staff.

#### **1. Starting Salaries Are Established By The Director Of Human Resources, Or Designee**

All starting salaries for classified staff are set by the Director of Human Resources, or designee.

#### **2. Salaries Start At Beginning Step Of Range Unless Higher Level Approved By Director Of Human Resources, Or Designee**

The standard starting salary is the beginning step of the range for that classification as set by the Personnel Resources Board.

#### **3. Higher Starting Salaries May Be Authorized Under Certain Conditions**

Starting salaries above the beginning step may be authorized when one or more of the following conditions apply:

- a. Competitive Market Conditions – Current labor market competition for qualified candidates has established a competitive pay level which is significantly higher than the beginning step for the classification;
- b. Availability of Qualified Candidates – The recruitment process has failed to produce five (5) qualified candidates for the position;
- c. Exceptional/Specialized Candidate Qualification – The candidate possesses applicable experience and/or education and/or training which substantially exceeds the required minimum and/or is uniquely relevant to the specific position being filled and significantly enhances the candidate's ability to fulfill the full responsibilities of the job;
- d. Previous Employment Status – The candidate is a former permanent Western Washington University employee and is being rehired in the same, or substantially similar, position within one year of leaving;
- e. Current Employment With Another Washington State Institution of Higher Education Or Agency – The candidate is currently employed in the same, or substantially similar, position with another Washington public institution of higher education.

#### **4. If Conditions In 3 Above Exist, Director, Or Designee, Will Also Consider Certain Other Factors**

When one or more of the conditions listed under 3 above exist, The Director of Human Resources, or designee, will also consider the following factors:

- a. availability of funds;
- b. internal alignment of salaries within the work unit;
- c. the number of conditions in 3 above which are present; and
- d. the impact on members of protected groups.

**5. Salary In Prior Job Considered Only If Conditions In 3 Above Exist**

Candidate's salary in prior job is NOT a sufficient condition for a higher than minimum starting salary but may be considered if other conditions described under 3 above exist.

**6. Some Reasons Are NOT Acceptable**

The following reasons are NOT acceptable as justification for a starting salary above the minimum starting salary:

- a. the candidate has been working temporarily in the department;
- b. the candidate has been making more money working temporarily in the position.

## **EXEMPT POSITIONS:**

### **Exempt Professional Staff Classification/Compensation Plan**

#### **Introduction:**

Under the provisions of the Revised Code of Washington (RCW) 28B.35.120, Western Washington University is authorized to establish and administer programs for a range of non-faculty staff positions exempted from coverage under the provisions of the Civil Service Law, Chapter 41.06 RCW.

#### **Objectives:**

1. To establish and maintain a classification plan for exempt professional staff positions which provides a fair and objective means of recognizing differences in qualifications and responsibilities.
2. To establish a plan that is free from the influence of factors unrelated to qualifications and responsibilities.
3. To formalize the relationship between qualifications and responsibilities in placement or advancement in the classification system.
4. To provide a fair, objective and sufficiently flexible framework for placement and compensation decisions.
5. To have placements and adjustments within the plan be based on objective and sufficient rationale.

#### **Point Factor Components and Dimensions:**

Based upon a description of the duties to be performed by an exempt professional employee, each position will be evaluated and assigned to a salary grade. As a method for making comparative judgments, exempt professional staff positions are analyzed on the basis of a job evaluation system (Willis), consisting of job element factors to which a range of points have been assigned, depending upon the complexity of each factor. The total number of points assigned to a given position is a measure of the relationship of that position to other exempt professional staff positions and serves as the basis for subsequent assignment to a salary grade. The point assignment includes consideration of the following components and dimensions:

##### **a. Knowledge and Skill:**

Job Knowledge – breadth, depth, and complexity

Managerial Skills – nature and complexity of the elements of management (planning, organizing, directing, and controlling)

Interpersonal Skills – direct people contact or human relations skills required

##### **b. Mental Demands:**

Independent Judgment – level of thinking required in dealing with problems

Problem Solving – nature and complexity of problems

##### **c. Accountability:**

Freedom to Take Action – existence or absence of personal or procedural restraints (how much latitude does the position have to do the job)

Size of Impact – level of organizational impact

Nature of Impact – non-direct, supportive or direct

When the appropriate Provost/Vice President has concurred in a request to establish a new exempt professional staff position or to review an existing position that has been assigned additional and/or expanded duties, the Human Resources Department will evaluate the position and assign an appropriate salary grade. Human Resources should attempt to complete this initial review within three working days. The initial position rating assigned by Human Resources and the salary assigned by the Vice President will be reviewed by the Exempt Professional Position Review Committee (EPPRC).

Should EPPRC disagree with Human Resources' point factor rating, the Director of Human Resources, or designee, shall meet with the EPPRC to resolve differences. If Human Resources and the EPPRC cannot resolve their differences, the matter will be referred to an outside consultant for advice. Pending final determination, the assignment made by the Human Resources Department shall be used.

If the employee disagrees with the salary assignment, the employee may file a grievance using the grievance policy described in the Exempt Professional Staff Organization (EPSO) Handbook.

### **Salary Grades:**

Eight salary grades have been established to provide for the compensation of professional staff positions based upon job value as determined through position evaluation procedures. A salary range has been established for each salary grade. This provides an opportunity for salary advancement in recognition of individual performance and personal growth within the position. Adjustments to these ranges will be made from time to time as approved by the University.

### **Salary Administration:**

#### **Initial Appointment**

Starting salaries recommended by the employing official require review and concurrence by the Provost, or appropriate Vice President, and the Human Resources Department.

Initial placements require written documentation based on the following criteria:

1. Experience of the candidate in the particular area.
2. Market conditions for similar positions in similar institutions.
3. College and University Personnel Association (CUPA) comparisons for similar positions in similar institutions.
4. Relevant academic or professional preparation and certification.
5. Other, including relevant experience of the candidate at Western Washington University.

In specific and exceptional situations, market conditions, competitive employment offers and, in rare situations, a unique combination of attributes, may require placement outside the normal guidelines of the classification plan.

### **Periodic Salary Adjustments:**

1. General Increases to All Salary Ranges: Exempt professional staff employees may receive either a dollar or percentage salary adjustment based upon a general across-the-board increase to all salary ranges.

2. **Merit Increases:** Individual salary adjustments will be awarded within the appropriate ranges on the basis of performance. Merit salary increases are not automatic with time, but instead are given only to reward meritorious performance and will be applied consistent with legislative appropriations and guidelines established by the University.

### **Other Adjustments:**

The following situations may support recommendation for a salary increase for an individual position and, on occasion, may support review of an entire unit. The amount of the salary increase may vary depending on the specific circumstances and is subject to the review and approval of the Human Resources Department.

The position review process may be initiated by the Employee, Supervisor, Director/Dean, or Provost/Vice President of the division. Requests to review an exempt professional staff position for duties, title, and/or salary adjustment must adhere to the Exempt Professional Staff Salary and Title Change Protocol.

1. **Promotion:** When an individual promotes to a different position within a higher salary grade.
2. **Salary Grade Adjustment of Existing Position:** When a position's level of responsibility increases, warranting reassignment to a higher salary grade.
3. **In-grade Salary Adjustment:** When a position's level of responsibility increases, but not enough to warrant reassignment to a higher salary grade.
4. **Competitive Employment Offer:** When an employee receives an employment offer and the employing official and appropriate provost/vice president determine that an effort should be made to retain the employee.
5. **Correcting Salary Compression or Inversion:** Salary increases may be authorized to correct inversions or compressions of salary that may result from a variety of factors.
6. **Transfer:** A transfer to a different position within the same salary grade shall neither require nor preclude a salary adjustment.

### **Salary Survey:**

Each biennium the Executive Director of University Planning and Analysis will gather relevant peer studies, surveys, CUPA data, EPPRC information, make analyses and recommendations to be forwarded to Human Resources and the Vice Presidents, as well as EPSO. The Executive Director would present this information to all EPSO members at a general meeting.

### **Performance Management:**

As a means of promoting individual job satisfaction, the University encourages a working environment in which exempt professional staff members receive regular communication from their supervisors regarding job performance, including progress toward unit goals and objectives, acknowledgement of individual accomplishments and improvement areas.

The goal of such ongoing communication is to assure that there is a clear and mutual understanding regarding general performance expectations and performance evaluations.

Individual units will establish the timing of evaluations. Exempt professional staff will be evaluated annually. The evaluation cycle is not dependent on the merit salary increase process.

## **FACULTY POSITIONS**

### **Salary Policy**

#### **A. Objectives:**

1. The objective of the salary policy is to formalize the relationship between performance, qualifications and salary or salary change. All probationary and tenured faculty are covered by this policy. Limited-term faculty on .5 or more appointment having served six or more quarters are also covered by this policy. The Faculty Senate, with the advice of the Salary and Welfare Committee, recommends proposed salary changes to the University Administration for review and adoption by the Board of Trustees.
2. It is the objective of the University to recognize faculty achievement in the areas of teaching, scholarship or creative/artistic endeavor, and professional service, as judged by peer and administrative review, with increases in salary. When the performance of a faculty member is reviewed for purposes of salary increase, such review shall involve the informed judgment of peers as a major part of the review process.
3. It is the objective of the University to hire and retain the most qualified faculty and to compensate faculty without regard to race, gender, or any other factor unrelated to the faculty member's performance of his/her duties or to economic conditions as described in Section D. A clear and equitable salary policy is a necessary means to that objective.
4. To be fair and equitable, a salary policy must provide an objective and public means for determining the distribution of salary resources, which are necessarily limited. This salary policy provides for distribution of salary resources to recognize continued professional growth of faculty, faculty achievements of merit, changes in the overall cost of living, and differences in market conditions that affect hiring and retention of faculty.

#### **B. Salary Calendar:**

The contract period for the academic year begins September 16 and ends June 15. Workshop and Continuing Education classes and the Summer Session, which are not funded from State appropriations, are not considered part of the faculty member's regular assignment. A faculty member may earn additional compensation for these activities.

#### **C. Salary Schedule:**

1. Compensation shall be based upon a continuing salary schedule to be adopted by the Board of Trustees. Each year the Faculty Senate recommends to the President a specific salary schedule for administrative review and for presentation to the Board of Trustees for adoption.
2. Salary policy requires that the salary schedule show academic year (nine-month) salaries with provision for full-step and half-step increments. A full-step increment is defined to be a 3 percent increase over the previous step.

#### **D. Salary Categories and Priorities:**

This salary policy classifies the division of any legislative appropriation designated for faculty salary increases and monies available from other sources permitted by law into five categories: (1) promotion; (2) general merit; (3) cost of living; (4) special merit; and (5) equity, compression, retention. These salary increases will be disbursed under the provisions described in Section E below. The priorities for dividing funds among these categories are as follows:

1. **Promotion:** Promotions shall be the first priority in the funding of faculty salary increases. The salary increase for promotions shall be a three-step increase effective at the beginning of the next academic year following promotion. Promotion steps shall be in addition to any general merit steps to which the individual may be entitled; however, faculty are not eligible for special merit in the year in which they are promoted. Promotion raises will be financed from funds recaptured within the University through retirements and resignations. In those years when there is insufficient money to fund all promotions from recapture funds or other existing sources permitted by law, sufficient money from any legislative appropriations for salary increases shall be used to fund them. Should recapture dollars be insufficient and the Legislature not provide sufficient appropriations for salary increases, those promotions shall be funded the next time money is available from recapture funds or legislative appropriations.
2. **General Merit (Steps):** Normally each faculty member shall receive a step increment in salary each year in which funds are available. Funding of general merit shall be second only to promotion in funding priority.
3. **Cost of Living:** Salary funds shall be allocated for this purpose after the needs of promotion and general merit steps have been satisfied. Funding shall not exceed the actual percentage change in the Consumer Price Index less 3 percent. The index used shall be the CPI-U.S. for all Urban Consumers published by the U.S. Department of Labor, Bureau of Labor Statistics. The actual CPI increase shall include the time period from the CPI cutoff month of the last legislative increase to the CPI index for the fourth month prior to the month in which the salary increase becomes effective. All faculty covered by this salary policy shall be given equal percentage increases. These increases shall be reflected in an upward adjustment in the value of each step and half-step on the salary schedule.
4. **Special Merit:** Special Merit shall be funded using 75 percent of any funding remaining after priorities 1-3 of this section have been met. Merit awards shall be made in half-step increments to eligible faculty. A faculty member may be awarded more than one half-step increment as part of a special merit award.
5. **Equity, Compression, Retention:** Equity, compression, and retention shall be funded using 25 percent of any funding remaining after priorities 1-3 of this section have been met. Permanent adjustments to faculty salaries shall be made in half-step increments. A faculty member may be awarded more than one half-step increment as part of an equity, compression, or retention adjustment in salary.

#### **E. Criteria and Administration of Funds:**

##### **1. Criteria for General Merit (Normal Steps):**

- a) **Tenured Faculty:** (1) Tenured faculty shall be reviewed by their college/library/departmental peers through a formal process every three years or as often as once each year if the faculty member so elects. (2) A faculty member having been tenured or promoted from assistant to associate or associate to full professor will be deemed as having satisfied the requirements for general merit review for increases occurring in the three years subsequent to the promotion. Review of the faculty member in the third year will be necessary to qualify for any general merit increase in the subsequent year.
- b) **Probationary Faculty:** Probationary faculty shall be reviewed annually in accordance with section V.A. (1) Newly Hired Probationary Faculty. During the initial year of appointment newly hired faculty are not eligible for general merit. They are, however, eligible for any increases in the base (value of the step). (2) Continuing

Probationary Faculty: For each year following the year of initial appointment, probationary faculty who have received a positive annual review in the preceding year will be deemed as having positively satisfied the eligibility requirements for general merit in the following academic year.

- c) **Limited-Term Faculty:** Limited-term faculty are not eligible for general merit during their first six quarters of service. Limited-term faculty who have served at a .5 appointment or more for six quarters shall be reviewed for eligibility for general merit by their college/departmental peers through a formal process. Subsequent reviews shall occur after nine additional quarters of service at .5 FTE or more. All reviews of limited-term faculty shall be conducted as part of the normal college/departmental review process of faculty for general merit eligibility. Limited-term faculty at a less than .5 appointment are not eligible for general merit.
- d) **Review Procedures:** Peer evaluations, departmental summaries, and chair's evaluation, along with the candidate's file, are forwarded to a college-wide committee for review, evaluation and recommendation to the Dean. In units without departments (Fairhaven and Huxley College and the Library), peer evaluations and the candidate's file are sent directly to the unit committee for review, evaluation, and recommendation to the Dean or University Librarian. This process shall evaluate the performance of the faculty member in three areas for the three previous years: teaching effectiveness, scholarly/creative/artistic endeavor, and service to the institution and profession. Standards for evaluation in these areas are determined by the descriptions of various academic ranks as established in the Faculty Handbook, Section I.III.I., "Qualifications and Characteristics of Faculty Ranks." The faculty member's performance shall be classified as unsatisfactory, satisfactory, or superior for each area. These review results shall form the basis for receiving salary increases. A faculty member shall be eligible for a General Merit increase in each of the next three years if that faculty member receives satisfactory evaluations or better in at least two areas, one of which must be at least a satisfactory evaluation in teaching effectiveness. The review period shall include all evidence accumulated since the last successful review for general merit.

Faculty receiving an unsatisfactory evaluation in teaching shall be given help from the institution to achieve a satisfactory evaluation and shall be evaluated for teaching again the next year. If the evaluation is satisfactory or superior and the faculty member has also received a satisfactory evaluation in one of the two other areas, then the individual shall be eligible for a general merit increase for the next two years providing funds are available. That individual's normal review will be two years after the follow-up review.

## **2. Criteria for Special Merit Increases:**

Faculty members whose performance justifies financial reward beyond the normal professional growth recognized by general merit awards may be granted special merit increases. The evaluation for special merit shall be based primarily upon peer review and shall include all evidence since the last special merit increase. Distribution of merit awards among units of the colleges and library and procedures for awarding special merit shall be determined through the governance system of the college or library and in accordance with procedures for evaluation of faculty outlined in Section V of this handbook, subject to the following condition: merit increases shall be distributed to colleges and the library on a prorated FTE basis of faculty covered under this policy. Faculty are automatically considered for a special merit increase every third year as part of the general review process described in X.E.1.

A faculty member may request to be reviewed for consideration for special merit or promotion in the intervening years. For faculty members who do this and receive at least a satisfactory evaluation in teaching and at least one other area, their next scheduled general review shall be

three years after the requested review. A listing of faculty receiving special merit shall be published in FAST.

### **3. Criteria for Equity, Compression, and Retention Fund:**

Forty percent of the monies available in this category shall be administered by the Provost in consultation with the Salary and Welfare Committee and with the Deans and the Director of Libraries. Sixty percent of the funds, to be administered by colleges and libraries, shall be distributed on a prorated FTE basis of faculty covered under this policy. These funds shall be administered by the Deans and the University Librarian in consultation with the faculty committee of their respective unit. A listing of faculty receiving these adjustments shall be published in FAST. In any year in which the dollars available for these purposes exceed the need, those dollars not otherwise used shall be placed in the Special Merit Fund for that College or the Library.

### **4. Written Procedures:**

Each college and the library shall develop and have a set of written procedures for evaluating faculty for General and Special Merit and an appeal procedure for General Merit.

### **5. Legislative Action:**

If any portion of this salary policy is found to conflict with legislation specifying how salary funds are to be distributed, then such legislation shall take precedence over this policy.

In any year that the State Legislature's action does not permit implementation of this policy, then the Salary and Welfare Committee, in cooperation with the University Administration, shall develop a recommendation for that year. The recommendation shall be approved by the Faculty Senate before implementation.