



**Campus Administrative Policy**

**Policy Title: Faculty Compensation – University of Colorado Denver**

Policy Number: 1006 Functional Area: Academic and Faculty Affairs

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Supersedes: Campus Administrative Policy Statement Faculty Compensation – Downtown Campus (January 1, 2018, July 1, 2006)

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Applies to: CU Denver

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**A. INTRODUCTION**

This policy establishes process and authority for various types of faculty compensation as allowed by Regents laws and policies, university administrative and fiscal policies, and federal regulations for grants and contracts.

This policy applies to the university faculty titles at the University of Colorado Denver, as defined in [CU System Administrative Policy Statement \(APS\) 5060, Faculty Appointments](#), and was established using the following principles:

- School/College Deans and Library Director establish faculty workload standards (e.g., number of courses taught per semester).
- As a public institution, the university is held accountable for evaluating and communicating faculty productivity.
- Faculty academic year salaries are established annually to cover a 9-month workload.
- Unless under a differentiated workload agreement, faculty workload for the academic

year is specified in the faculty letter of offer and addendums. Academic year compensation is expected to cover these activities.

- There are limited circumstances in which faculty may receive additional remuneration during the academic year and in general this should occur only for unusual amounts of time and/or higher-level responsibilities.
- Faculty members who take on additional temporary work during the academic year may be compensated or agree to course release and/or access to professional development funds. Agreements regarding compensation, course release, and/or professional development funds must be set prior to work beginning. In no case shall the type of compensation change after the work has begun or is completed.
- Additional remuneration should be set at a level consistent with the type and amount of work performed.
- Funds from grants and contracts are expected to offset the school/college/library funding and should not be paid to the faculty member as additional compensation during the academic year. Federal regulation states that faculty effort on sponsored projects is considered an expectation of the faculty member’s university appointment and is not to be paid as additional compensation. There may be unusual circumstances for which the grant/contract sponsor will approve additional compensation. These requests should be outlined in the proposal to the sponsor.
- Faculty on 9-month contracts are eligible for additional university work and compensation during summer months under separate employment agreements.
- This policy does not apply to consulting services/work outside of the university as allowed under Regents policy regarding additional remuneration for extra work.
- This policy applies to all additional work paid through the university to CU Denver faculty for work done at any campus or system office.

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**C. POLICY STATEMENT**

1. Faculty compensation is established for each appointment in the letter of offer, and subsequently through the annual salary setting process and/or addendums to the letter of offer. [Board of Regents Policy 6.A](#) specifies the delegation of authority for appointments to the chancellor. Additional pay, benefits or perquisites beyond the letter of offer or annual salary setting process will be permitted only in limited circumstances, and requires approval as set forth in this policy. In general, full-time faculty (on 9- or 12-month contracts) may be eligible for additional pay, professional development funds, or course release when an unusual amount of time is required outside of the faculty member's regular duties, and when approved in advance by the appropriate dean. This policy applies to all additional work paid through the university to CU Denver faculty for work at any campus or system office.
2. Part-time faculty (for purposes of this policy only, defined as less than 100% time) may receive additional pay without pre-approval at the same rate of pay up to 100% of full-time equivalent.
3. All salary must be appropriately documented and approved, and processed through the university's payroll system in order to ensure compliance with the withholding requirements of the Internal Revenue Service. Excepting specific delegation as noted below, total additional remuneration that exceeds 10% of salary for an academic year must receive provost approval. A dean or director may request authorization from the provost to approve additional remuneration of up to 20% of salary for an academic year for their school/college/library. To receive authorization, the school/college/library must adopt a policy that includes:
  - a. Any additional pay must be a result of the faculty engaging in extended studies or the teaching/development of professional development or non-credit courses;
  - b. the school/college/library has a framework outlining when, how, and under what circumstances pay may be increased to 20%;
  - c. any faculty who is below Meeting Expectations on their annual merit review, not in good standing, or under a performance improvement or extensive review is ineligible for additional pay. For those schools/colleges that are delegated this expanded authority, the provost must still approve any pay that exceeds 20% for an academic year.
4. Deans or directors in units which have ongoing or unique compensation requests should submit their school/college/library compensation policies for provost approval. All school/college/library compensation policies or practices in place prior to the approval of this policy should be submitted for provost approval. Copies of approved policies must be forwarded to Human Resources to expedite processing of the payments.

## **D. COMPENSATION APPROVAL**

The chancellor, upon recommendation of the provost, determines the annual campus salary setting process for academic and fiscal year salaries. Faculty salary rosters are submitted to the provost by the schools, colleges, and library according to the annually published campus process. In addition, the provost reviews and approves all other faculty compensation issues such as salary equity studies/plans and additional compensation issues. The provost may appoint, on an ad hoc or ongoing basis, committee(s) to review and recommend new or existing compensation practices and policies.

Requests for additional faculty compensation beyond academic year salary, as allowed by this policy, must follow the established campus process including pre-approval by the appropriate dean(s). Exceptions to this policy must be approved by the provost.

Administrative appointments must be processed as an additional appointment following the campus hiring process.

## **E. ANNUAL SALARIES**

Faculty salaries are considered compensation for the labors and efforts of faculty members in the areas of teaching, research or scholarly/creative work, and service. Salary is established by the letter of offer at the time of initial hire and subsequently by the annual salary setting process. Salary is based on consideration of merit, market, equity and rank, with merit as the primary criterion. One-time compensation at the initial hire (e.g., moving expenses, start-up funds) for tenure-track faculty may be negotiated by the dean and approved by the provost, and must be included in the letter of offer.

Nine-month faculty appointments formally commence on September 1 and end on May 31 each academic year. When the academic calendar starts before September 1, the appointment will end nine months after the start date. Each year, individual faculty members may elect to be paid only during the 9-month appointment period or to have 9-month salaries paid over twelve months. New faculty members may also be paid at the end of August when the academic year begins early and have the remaining balance of their salaries equally distributed over 9 or 12 months. When it is necessary to prorate academic year salaries, it will be based on 36 weeks of paid time (18 weeks per semester). Accordingly, fall, winter and spring breaks and University holidays are considered unpaid time off.

The annual salary setting process is governed by the school/college/library compensation plan. The annual salary adjustments are recommended by the dean or director with approval by the chancellor upon concurrence of the provost. The annual salary adjustments for the school/college/library cannot exceed the maximum average increase limitation that is established by the Board of Regents. As set forth in university policy, each school/college/library has established a process for evaluating merit.

Faculty members on full-time academic year appointments may not earn additional

compensation for research, service, or scholarly/creative activities during the academic year except as noted in Section H below. With permission from their dean, faculty may reduce their academic year salary from the university in order to accept an equivalent amount of compensation from research grants and contracts equal to the effort provided. In some cases, faculty may request from their dean course or service ‘buyout’ to be replaced by the work performed for the grant or contract. Such agreements should be documented in writing.

## **F. SALARY GRIEVANCES**

Every school and college of CU Denver shall have a process whereby faculty members may seek a review of their individual salaries. Salary decisions are based primarily on annual merit evaluations, but also may include considerations of market and equity. Faculty members may seek a reconsideration of their own annual salary allocation but may not challenge the salary awarded to another faculty member.

In cases where the faculty member’s concern is the annual merit evaluation, existing primary unit and college/school/library level processes for reconsideration of the evaluation shall be used.

In cases where the faculty member’s concern is primarily a market and/or equity issue, the procedures outlined in Section G below shall be used. It is a cardinal principle of the university that “merit shall be the prevailing factor in all recommended salary increases” (Regents Policy 11B.1.b.(1)).

## **G. FACULTY SALARY GRIEVANCE PROCEDURES**

Faculty members who wish a reconsideration of their annual salary award (based on market and/or equity issues) shall, within 10 working days of receipt of their salary letter (by a date set by college/school/library policy), submit a letter to the dean outlining the reasons why they believe their salary should be adjusted. Schools and colleges may establish templates for such letters if they wish. Market and/or equity data should be included. Sources for such data include the *Chronicle of Higher Education Annual Salary Survey* (by rank, field and type of institution) and salary survey data collected by relevant academic professional organizations. Equity data provided by the Office of Institutional Research and Effectiveness (OIRE) that is provided annually to deans may also be relevant.

Primary units, deans and university administrators shall provide relevant public information to faculty who seek reconsideration of their salaries, such as salaries awarded by primary unit, and college and campus-level data.

Within a reasonable number of working days of receipt of a letter requesting reconsideration of a salary, the dean shall convene a standing or ad hoc committee to consider the salary grievance(s). This committee shall review the evidence provided and may examine additional relevant data and shall make a recommendation to the dean

promptly.

The dean shall make a final determination and, if warranted, adjust the faculty member's salary. The dean shall notify the faculty member of the decision and issue a new salary letter, if needed. The process of reviewing grievances and, if warranted, re-setting salaries shall be completed within three months of the distribution of individual salary letters.

Deans are advised to keep a reserve, within the existing salary pool, in order to be able to address legitimate salary grievances.

## **H. TYPES OF ALLOWABLE ADDITIONAL COMPENSATION**

Below are listed allowable types of additional compensation. Most of these types are allowable only when the work exceeds the normal workload expectations of the faculty member, or is considered higher level responsibilities. All additional compensation requires pre-approval of both the type of work and the amount of compensation.

If the additional work will be paid by a sponsored project, the proposal should contain the request for additional pay with explanation of the unusual circumstances requiring the pay. In addition, the sponsor must approve the pay. If the additional pay is not outlined in the award, University of Colorado Denver Sponsored Programs Accounting must obtain approval from the sponsor *before* the work begins.

### **1. Administrative Appointments**

A faculty member who also has an administrative appointment (e.g., Chair, Coordinator, Director) may be required to spend an unusual amount of time and/or perform higher level duties outside their regular faculty duties and may qualify for additional pay. At the university this is generally referred to as an administrative stipend. Administrative appointments for both full- and part-time faculty must follow the campus hiring process and require a letter of offer which references the faculty member's other appointment(s).

Administrative stipends may not be paid while a faculty member is on sabbatical. Administrative appointments are at-will and the stipends shall not continue once the administrative duties are terminated. Administrative stipends are not part of the faculty member's base salary, and thus, are not counted in the calculation of summer pay.

### **2. Teaching Overload**

Teaching activities outside of the academic year normal teaching load, as defined by the school/college, is considered 'overload' teaching and may be compensated. In general, faculty overload teaching activities are limited to two courses (or equivalent to work required for six credit hours) per academic year. Overload

teaching must be approved in advance by the dean of the school to which the faculty member belongs. Overload teaching outside of the faculty member's school, college, or campus must be pre-approved by both deans. Teaching overload activities that are beyond the limits of this policy require provost approval.

Faculty members on sabbatical or with reduced teaching duties are not *normally* eligible for additional pay for teaching. Under extraordinary circumstances, exceptions may be granted by the provost.

Types of allowable overload teaching activities are listed below:

a. Additional courses

Requests for overload teaching should justify why the course must be provided and why no other qualified faculty are available.

b. Curricula development

Curricula development including on-line course and tutorial development may be subject to additional compensation or course release due to the unusual amount of time required. On-line course development commitments are outlined in an agreement between the faculty member and the relevant department/college with approval required from the dean of the faculty member's school/college/library. In general, faculty are paid in installments based on work products completed as outlined in the agreement.

c. On-Line course coordinator

Coordinator roles are considered administrative appointments and are covered under Section H.1.

d. Continuing Education/Extended Studies/CU-Succeed

Additional pay may be contracted for teaching continuing education or extended studies courses. Compensation for these activities is governed by the policies of the relevant department/school/college/library.

e. Other teaching related activities

Other teaching related activities beyond the normal teaching load such as additional advising, site coordination, and taking on extra students may also qualify as 'overload,' at the dean's discretion.

## **I. AWARDS AND INCENTIVE PROGRAMS**

Faculty may receive monetary awards from the University for outstanding achievement and performance. The awards must be granted as part of a formal, documented program. Recognition award programs may be developed and recommended by the deans but must receive approval from the Provost Office and/or Human Resources Office. (See [PSC Procedural Statement: Recognition and Training](#).)

Most awards are non-base building and paid in a lump sum at the end of the academic year. Some awards, particularly those granted by outside contributors, may be paid in several installments during the academic year. Awards are not considered part of the faculty member's base salary, and thus, are not counted in the calculation of summer pay.

Schools/Colleges/Library may develop incentive programs for outstanding teaching, research, service or creative work by basing additional compensation on teaching evaluations or other documented criteria. Such programs must be pre-approved as described above.

## **J. SERVICE**

Additional pay for university service activities will be approved only in limited circumstances. Service during the academic year to other departments, schools, or colleges, service to university committees or organizations, or participation in university activities are examples of activities that all faculty members should expect to undertake without additional compensation as part of their service obligation to the university.

Service that includes significant leadership, program development (e.g., accreditation), or supervisory responsibility may be eligible for additional compensation when it is not a regular and ongoing component of a faculty member's workload formula. Advance approval by the dean is required. In instances in which the work is performed for another campus or system office, information regarding the expectations and compensation must be provided to the dean as part of the approval process.

Faculty may also be compensated for performances or lectures offered in service to other university offices or organizations. Units or individuals wishing to offer additional pay, often referred to as honoraria, should consult Regents Laws and Policy and their dean's office prior to making offers to faculty to determine if the activity qualifies for additional compensation.

## **K. SUMMER COMPENSATION**

Faculty members with academic year appointments may perform research, teaching and service work during the summer months. Summer work is considered an additional appointment and requires a letter of offer outlining expectations, dates of work, and compensation. Total university salary during summer months may not exceed 1/9th of the academic year salary per summer month but may be lower per school/college/library



compensation plan. Administrative stipends and awards are not included as salary for the purposes of calculating the 1/9th limit on summer university salary. However, administrative stipends paid in the summer will be included in the calculation to determine the remaining amount of summer pay that can be earned (e.g., 1/9th or total of 3/9ths depending on source of pay). One exception to the annual summer appointment process includes 9-month faculty who also receive 12-month research grants. These faculty typically receive approval at the beginning of the academic or calendar year and therefore do not need to go through the summer compensation approval process.

#### 1. Summer Teaching

Each school/college may establish summer teaching expectations and compensation levels. Academic year faculty have no guarantee of summer teaching assignments unless specified in their academic appointment letter of offer. Summer teaching is considered a separate appointment which requires an annual summer letter of offer and established salary.

#### 2. Summer Research Grants

- a. School/College summer grant programs. Schools/Colleges/Library may establish summer grant programs including how faculty are selected and compensated. Such programs must be submitted for approval to the provost as outlined in Section I above.
- b. Externally sponsored grants and contracts. Faculty on 9-month appointments that receive external funding for summer research projects may receive up to 1/9 of their academic year salary per summer month according to sponsor guidelines and Federal policies. Summer compensation must be for effort in the summer months only and not for effort during the academic year. Such payments from grants or contracts require pre-approval from Human Resources for calculation of summer salary per applicable federal policies and from the University of Colorado Denver Sponsored Programs Accounting to determine if the cost is allowable per sponsor policies.

### **L. PAYMENT PROCESS**

Pre-Approved additional pay requires documentation as outlined within this policy. The appropriate form must be completed ([Denver Campus Faculty Additional Pay Pre-Approval Form](#)) including type and dates of work performed, reason for additional pay, and evidence of prior approval. Typically, additional pay is processed with the monthly pay cycle following the completion of the work. Payment must be requested shortly after the work is completed, and in no case should payment be requested or received before or substantially after the work is completed.

**M. ADDITIONAL PAY FROM SOURCES NOT ADMINISTERED BY THE UNIVERSITY: THE 1/6<sup>TH</sup> RULE**

Faculty members may receive compensation during the academic year from entities not associated with the university under the provisions of relevant Regents, system or campus policies, if applicable and provided that it does not interfere with the faculty member's performance of assigned university responsibilities and does not involve more than one-sixth of their time (commonly referred to as the "one-sixth" rule.) This applies to both nine- and twelve-month faculty appointments on the tenure track. Faculty are required under such rules to submit an annual declaration of such activities. Faculty members must comply with [APS 5012, Conflicts of Interest and Commitment in Research and Teaching](#), [APS 1044, Faculty Consulting and External Professional Activities](#) and other applicable policies such as those governing technology transfer when performing work outside the university.

**N. DEFINITIONS**

Merit Considerations. Merit is determined by peer review and is based on a systematic comparative evaluation of each individual faculty member's performance in teaching, research/creative work/scholarship, leadership and service, and, where relevant, clinical activity.

Market Considerations. Market refers to salary comparisons within the discipline among universities (with whom we compete to hire faculty) and may also, in some cases, refer to salary pressures/influences from non-academic markets. Salary compression may also be considered within "market considerations."

Equity Considerations. The university is committed to annual reviews of salary data to identify and quash any emerging patterns of inequitable salaries.

**O. POLICY DEVELOPMENT**

It is the responsibility of the dean or director of each school/college/library and the Office of the Provost to ensure compliance with the provisions of this policy.

The development of a campus-wide faculty salary grievance policy shall supersede a college's or school's salary grievance process. Until such time as a campus-wide faculty salary grievance policy is developed, each college or school, in consultation with the faculty, shall develop a salary grievance process for its faculty.

**NOTES**

1. Dates of official enactment and amendments:

2002: Adopted

July 1, 2006: Revised

July 25, 2018: Revised

July 12, 2019: Cleanup

January 1, 2020: Administrative Change

2. History:

May 1, 2018: Corrected to 1) update hyperlinks; 2) remove outdated policy references and revise policy using current approved numbering format; and 3) to incorporate additional remuneration language in section F.

July 25, 2018: Amended to clarify existing University faculty salary grievance policy

July 12, 2019: Minor administrative cleanup

July 1, 2020: Administrative changes to align with updated BOR Article/Policy 5.

3. Initial Policy Effective Date: 2002

4. Cross References/Appendix:

- Board of Regents Article 11: Compensation and Benefits
- Board of Regents Policy 11B: Faculty Salary
- Board of Regents Policy 5.C.4(D)
- Board of Regents Policy 6.A
- Administrative Policy Statement 5012, Conflicts of Interest and Commitment in Teaching and Research
- Administrative Policy Statement 1044, Faculty Consulting and External Professional Activities
- Campus Administrative Policy 1013, Administrator's Salary upon Return to the Faculty
- Campus Administrative Policy 1007, Compensation Principles for Tenure and Promotion
- Campus Administrative Policy 6001, Procedures for Evaluating Conflicts of Interest and Commitment
- Campus Forms, University of Colorado Denver Faculty Additional Pay Pre- approval Form (Denver Campus)
- PSC Procedural Statement, Recognition and Training