

College of Education (COE)
Salary Review Process and Procedures
Approved by FPC on April 22, 2019

This document provides the processes and procedures in the College of Education for faculty to request a salary review from the Dean of the College of Education. (Section 24.5 of the UF-UFF Collective Bargaining Agreement [see Appendix] includes provisions for salary review and appropriate discretionary salary adjustments for faculty in the bargaining unit under certain circumstances.) Salary review is defined as an instance in which a faculty's current salary is reviewed and considered for adjustments by the Dean of the College of Education, due to the belief that an employee's pay is too low given comparable positions and time in rank for his/her specific skills, abilities, and/or responsibilities. This may include salary reviews based on market equity, salary compression, or any other request for a salary adjustment that is based on the belief that an employee's pay is too low given comparable positions and time in rank for his/her specific skills, abilities, and/or responsibilities. Market equity is a comparison with external sources of information and is considered for an adjustment in salary based on comparable positions, skillsets, and responsibilities outside of UF and within the faculty member's specialization area. Salary compression is defined as internal inequity in salaries, where there is little to no pay differences between those with large variation in skills, responsibilities, and abilities. An example of salary compression is when assistant professors make similar or higher salaries as associate professors within the same college, due to the differences in the market upon hiring. In this document, salary review and adjustment does not include issues related to merit raises and counteroffers.

The University of Florida (UF) Administration and the United Faculty of Florida (UFF) agree that a COE faculty member covered under the collective bargaining agreement may formally request a discretionary salary adjustment. The purpose of a market equity review is to determine whether faculty salaries are competitive on the "open market." Market equity reviews as defined by UF and UFF are not designed to consider salary merit raises. The remainder of this document includes all salary reviews based on market equity, but also more generally includes all salary reviews as defined in the above paragraph.

An equity increase/salary adjustment is a pay increase based on the belief that an employee's current pay is too low given comparable positions and time in rank for his/her specific skills, abilities, and/or responsibilities. No funds have been set aside specifically for salary adjustment as defined above. Therefore, any funds for salary adjustments based on a salary review must come from within the current COE budget. It is evident that funds available for COE salary adjustments are often limited. The COE Dean will base decisions on the quality and priority of each case and on the availability of funds. Recommendations for salary adjustments also must be approved by the UF Provost's Office.

COE Process for Salary Review

The College's process will be in two stages - at the School level and at the College level.

The School-Level Review

1. An individual COE faculty member makes a request to her/his School Director (or other immediate Supervisor/Administrator/Director as appropriate) to initiate a salary review. This request must be in writing and include the following:

- A two page (maximum) statement providing the applicant's rationale for the requested salary adjustment, and specification of the amount of adjustment requested. For a request of salary review based on market equity concerns, the COE faculty member should indicate the most appropriate comparison salary for her/his case in the current Oklahoma State University Salary Survey (i.e., overall mean salary for all education programs or mean salary within their program).

- For faculty in both tenure-track and non-tenure track positions, documentation of productivity in research, teaching, and service using the COE Tenure & Promotion format (Sections 13, 14, 22, 27-30 do not have to be completed) must be provided.
 - For faculty in non-tenure track positions, documentation of productivity shall be relevant to the performance of the work that the faculty member has been employed to do, relevant to demonstration of distinction in the area of primary assignment, relevant to demonstration of at least satisfactory performance in the other assigned areas, and relevant to his/her performance of the duties and responsibilities expected of a member of the university community.
 - For positions where comparable data are not available through the Oklahoma State University Salary Survey or elsewhere, this should be denoted in the request.
- For research (as applicable), all productivity should be reported; for teaching (as applicable) and service (as applicable), productivity data should be reported for the last 7 years.
- Copies of the applicant's annual letters of evaluation for the past seven years.
- Other supporting documentation as deemed appropriate should be included (for example, teaching evaluations for faculty members whose primary assignment role is teaching).

2. In the case of salary adjustments based on market equity or salary compression, the applicant's Director (or immediate administrator) will determine the process for School-level review of application materials for evaluating salary. The School-level review will (a) compare the applicant's salary to the current Oklahoma State University Salary Survey and/or other relevant data sources, (b) use the materials presented by the applicant to evaluate the quality of the request for a salary adjustment, and (c) provide a recommendation to the School Director (or immediate administrator) if a School-level committee is used. The School-level recommendation(s) is(are) made in writing to the applicant's Director (or immediate administrator) if a School-level committee is used.

3. If the applicant's Director (or immediate administrator) recommends a salary adjustment, the recommendation will be communicated in writing to the applicant and forwarded to the Dean with all supporting documentation from the applicant. The Dean will forward all positive recommendations and supporting materials to the Faculty Affairs Committee (College review committee).

4. If the applicant's Director (or immediate administrator) does not recommend a salary adjustment, that recommendation will be communicated in writing to the applicant. The applicant may appeal a negative decision to the Dean of the College.

5. If the faculty member is not satisfied with his/her Director's (or immediate administrator's) recommendation, the faculty member can request a review by the Dean in writing. The request may include a written rebuttal to the Director's (or immediate administrator's) recommendation/decision, but is not to exceed two pages in length. The rebuttal is to be copied to the Director (or immediate administrator). *Based upon any new evidence in the rebuttal, the Director may decide to review the case a second time within the School.*

The College-Level Review

6. After receipt of a positive recommendation for an applicant's salary adjustment, the COE Dean will forward all materials to the FPC's Faculty Affairs Committee for this purpose. The Faculty Affairs Committee will (a) compare the applicant's salary to the current Oklahoma State University Salary Survey and (b) use the materials presented by the applicant to evaluate the quality of each request for a salary adjustment. The committee will cluster all salary adjustment requests into at least 3 groups (strongly recommend, recommend pending funds, do not recommend). The Faculty Affairs Committee

will also provide the COE Dean with a recommended salary “range” adjustment for applicants in the top two categories using the Oklahoma State Salary data and/or other relevant data sources, other supporting documentation provided by the faculty member in the application for salary review, and knowledge of the pool of college funds available in the current year.

7. Upon receipt of the recommendations from the Faculty Affairs Committee the Dean will make a decision on each case and the decision will be communicated to the applicant in writing and copied to the Director (or immediate administrator).

8. In the case of negative recommendations for salary adjustments from the School -level review:

- A. The Dean may decide to over-turn the School recommendation and move the request to the Faculty Affairs Committee. In this situation the case is reviewed as noted in Steps #6-7 above and the applicant and Director/immediate administrator is notified in writing.
- B. The Dean may agree with the negative recommendation and this decision is communicated to the applicant faculty member in writing by the Dean, with a copy to the Director (or immediate administrator).

9. If a COE applicant faculty member is not satisfied with the COE Dean’s decision regarding his/her application, the applicant may request a review through the Office of the UF Provost. The Office of the Provost may review the COE Dean's decision, and make a decision regarding the request. If the Office of the Provost chooses to review the COE Dean’s decision, the decision of the Office of the Provost will be communicated to the faculty member in writing and will be the final decision.

Timelines

Reviews for market equity and salary compression are made once per year:

- School director’s will inform faculty members annually that the salary review process is available by September 15th via email.
- School review requests must be submitted to the Director (or immediate administrator) by October 31 each year.
- Positive School recommendations or faculty appeals are submitted to the Dean for College review by January 15 each year.

Reviews for other forms of salary adjustment applicable to this document may have more flexible timelines.

Appendix
Section 24.5 of the UF-UFF Collective Bargaining Agreement

24.5 Administrative Discretionary Salary Adjustments. Subject to any qualifying provisions specified below, the University may in appropriate circumstances adjust the salary of a bargaining unit member for merit, market equity adjustments, verified counteroffers, salary compression/inversion, increased duties and responsibilities, special achievements, and similar special circumstances. These increases may occur at any time. (a) The parties agree that the total funds for such salary adjustments shall be not more than one percent (1.0%) annually, based on the total base salary rate of members of the bargaining unit as of August 30. (b) Salary Increases for Increased Duties and Responsibilities. Faculty members in the bargaining unit who are assigned administrative duties and responsibilities, such as school directors, center directors, program directors, heads of equivalent administrative units, or school graduate or undergraduate coordinators, may receive a discretionary salary increase or supplement for the length of their administrative appointment. (c) Report of Discretionary Salary Adjustments. On July 30 of each year the University shall provide the UFF with an electronic copy of the total list of salary increases under Section 24.5 that the University has implemented during the previous fiscal year ending June 30. These lists shall provide the name, rank, and school of the faculty member, the amount of the increase, and the reason for the increase.