

Principles Regarding Faculty Compensation

- *1) Faculty who are **meeting** expectations as defined by their school's performance parameters have a reasonable expectation of earning a salary that is at the 50th percentile of the CUPA special study. (Maintaining salaries at the 50th percentile should also keep up with inflation.)
- 2) Faculty who are **exceeding** expectations as defined by their school's merit parameters have a reasonable expectation of earning a salary that is above the 50th percentile of the CUPA special study.
- 3) Faculty who earn less than the 50th percentile have a reasonable expectation that they will be informed as to what is lacking in their performance and what improvements would be necessary to reach the 50th percentile.
- *4) Faculty who are promoted should start at least at a floor of the 15th percentile in their new rank, and have a reasonable expectation of improving in their percentile, assuming continued meritorious performance, in a limited number of years—within three years for promotion from assistant to associate (halfway to eligibility for promotion to full), and within five years for promotion from associate to full professor.
- 5) Faculty have a reasonable expectation that their salaries will not fall below the 15th percentile in any case.
- 6) Faculty will be notified of all changes to benefits and expect to vote on substantive changes.
- 7) Faculty have a reasonable expectation of knowing what weight the university gives to faculty compensation vis a vis other choices in its annual expenditure decisions.
- 8) Faculty have a reasonable expectation that CUPA benchmark floors and targets will be applied consistently across departments.

* Clarification on the relationship between #1 and #4: Principle #1 applies first and foremost. Principle #4 acknowledges there may be a delay between the time of promotion and reaching the 50th percentile in the new rank BUT it seeks to minimize the period of delay. For newly-promoted associate professors, the urgency of achieving the 50th percentile in 3 years is because the possibility of further promotion means that without quick improvement in salary, it is possible to spend one's entire time in that rank under the 50th percentile. For full professors, however, the halfway point of time in rank is NOT a reasonable measure of how long an acceptable delay would be in achieving the fiftieth percentile. The intention of the Compensation Committee is to allow for a brief period of adjustment to a new pay scale commensurate with a new rank. The intention is not, under any circumstances, to offer a rationalization for paying full professors badly for an extended period of time.