FACULTY COMPENSATION GUIDELINES

PREPARED BY THE DEPARTMENT OF HUMAN RESOURCES & THE OFFICE OF THE PROVOST, ACADEMIC AFFAIRS

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About This Guide

- The purpose of this guide is to provide an overview of the objectives, practices and procedures regarding position and compensation structure for Faculty members at Metropolitan State University of Denver.
- This Guide will help faculty understand how to apply the faculty compensation structure consistently and effectively.
- This Guide is a source of information and is not intended to cover every specific instance or operating procedure, given that it is difficult to anticipate the infinite number of situations that can arise regarding faculty salary administration.
- Anyone referencing this Guide is also encouraged to see the Faculty Affairs website for additional resources, including the Faculty Employment Handbook.
- MSU Denver periodically reviews its compensation structures and philosophy for all employees. Any changes that may result from these reviews will be updated in this document. To see the document date, reference page 1.

Metropolitan State University of Denver reserves the right to revise its policies, programs and benefit plans at any time, without advance notice. This Guide does not, nor is it intended to, create a contract between the organization and any of its employees for employment or for the provision of any benefits or specific level of compensation.

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Compensation Philosophy

A. General Policies

Metropolitan State University of Denver is a teaching and learning community aspiring to national preeminence in public urban baccalaureate education. We believe that education is the key to a successful life and career. The University recognizes that to fulfill its mission, it requires a diverse group of highly qualified employees. The University expects superior performance and productivity from these employees.

The primary role of the faculty compensation system is to establish a clear relationship between professional performance, job duties and compensation, ensuring that employees are recognized and rewarded appropriately for their contributions, and that the University's resources are used efficiently and effectively.

The University supports a compensation system that:

- Balances the need to be both externally competitive and internally equitable while working within the availability of institutional and department resources.
- Attracts highly skilled and competent Faculty and staff, and retains them by providing opportunities for learning, growth and career development.
- Provides flexibility in applying the principles of the University's compensation system.
- Recognizes the value of current Faculty and staff by maintaining internal equity with comparable duties and responsibilities.
- Encourages and rewards excellent performance in meeting the mission, goals and objectives of the University by basing salary increases on merit and performance.
- Allocates compensation in a fair, yet flexible, manner in compliance with all applicable legal requirements.
- Uses survey data consistent with peer institutions with similar demographics such as type of institution, size of budget, enrollment, etc.
- Assures communication of system principles, goals, design, procedures and relevant external market information to all departments and employees.
- Remains open to emerging compensation practices to address changes in the workforce and the workplace over time.

The general goals of salary administration at the University are to:

- Establish a clear relationship between professional performance and compensation;
- Encourage a high level of professional performance;
- Attract and maintain a high-quality faculty and administration; and
- Promote a constructive relationship between faculty and staff's professional activities and the goals and objectives of the Board of Trustees and the University.

B. Salary Administration Policies

(1) Increases in the base pay of the University faculty shall be categorized as follows:

- Promotion or Other Awards
    - For Category I Faculty:
        - Promotion from Assistant Professor to Associate Professor
        - Promotion from Associate Professor to Professor (often referred to as Full Professor)
    - For Category II Faculty:
        - Promotion from Lecturer to Senior Lecturer
- Post-Tenure Review

(2) Additional Faculty Compensation Details

- Increases shall not be awarded to any person who receives a composite rating of less than expected or satisfactory performance.
- All persons who perform as expected or higher, shall be eligible to receive an increase, except when no funds are allocated for salary increases.
- Employees who have been promoted during the current evaluation period must have performance evaluations in both the positions. The combined evaluation rating will be used to determine the amount of the annual increase.

(3) Equity and Parity Increases

- The Board of Trustees, in their sole and exclusive discretion and in response to specific annual budget requests, will determine whether salary increases addressing issues of equity and parity will be awarded and if so, in what amount.
- Equity increases address a declining relationship between salaries of presently employed personnel and newly hired personnel in the same discipline, commonly described as salary compression. “Equity” takes into account performance evaluations and other standards, including, but not limited to, education, experience and rank.
- Parity increases address the competitiveness of University salaries with the salaries of faculty at similar institutions, taking into account performance evaluations and other standards, including but not limited to education, experience, rank, discipline and variances among local economic conditions.
- Equity and parity issues will be studied periodically by the University.

(4) Salary Policies Applicable to Faculty

- Sufficient money, if available, will be set aside to fund promotions and other specified awards.
- Equity and/or parity increases, if any, will be awarded to individuals in accordance with a plan approved by the Board of Trustees.

Responsibilities & Tools

Responsibilities

Provost and Executive Vice President, Academic Affairs

- Owns faculty compensation and administers it through the Academic Affairs Budget & Strategy Team in the Office of the Provost.
    - Human Resource offers consultation as needed.
- Sets all pay practices for faculty salaries.
- Through the Academic Affairs Budget & Strategy Team, supports Deans to ensure faculty salaries are properly placed within the faculty compensation structure.
- Through the Academic Affairs Budget & Strategy Team, fields and answers faculty members' questions regarding their compensation, including salaries and years of in rank conversations.
- Through the Academic Affairs Budget & Strategy Team, administers all pay practices for faculty salaries. This includes updating and administering faculty compensation annually, before the incoming academic year for renewed and newly appointed faculty, and includes reviewing new contracts, changes in rank, raises due to promotions and general salary increases.
    - Applies the order of operations.

Faculty Affairs

- Ensures compensation policies and structures are applied appropriately in coordination with the Academic Affairs Budget and Strategy team.
- Oversees operations pertaining to tenure, promotion, and post-tenure review.
- Works collaboratively with HR and Academic Affairs to review and update pay practices.

Deans and Department Chairs

- Manages the salary budgets consistently within available funds and budget constraints in coordination with the Academic Affairs Budget and Strategy Team.
- Secures office equipment and workspace.
- Monitors changes in duties and responsibilities to ensure position descriptions are accurately reflected.

Human Resources and Compensation Team

- Works collaboratively with the AA Budget & Strategy team and Faculty Affairs to review and update pay practices.
    - Partners with Faculty Affairs to support the faculty compensation structure when needed.
    - Academic Affairs is the primary owner for faculty compensation and management. HR supports as needed.
- Creates annual faculty contracts in conjunction with the Academic Affairs teams.
- Loads salary information into Workday.
    - Data provided by Academic Affairs and Administration Budget Team.

Tools

- Faculty Compensation Guidelines (this document)
- Frequently Asked Questions
- Faculty Employment Handbook

Faculty Position Structure

Metropolitan State University of Denver's position structure is the foundation for all Faculty positions.

Position Structure

Faculty positions are grouped into one of three broad categories: Category I, Category II, and Category III.

- **Category I: Tenured and Tenure-Track (TT)**
  - Professor
  - Associate Professor
  - Assistant Professor

  Note: These positions are full-time and benefits-eligible
- **Category II: Non-Tenure Track (NTT)**
  - Lecturers
  - Senior Lecturers

  Note: Category II faculty may work a multi-year contract. For example, there are senior lecturers with contracts ranging from 3 to 5 years.
- **Category III: Affiliate Faculty**

  Note: Cat III positions are always part-time/temporary.

Category Definitions and Position Examples

Category I: Tenured and Tenure-Track (TT)

- Category I Faculty are tenure-line faculty, which means they are either: 1) tenure-track (or probationary) faculty; or 2) tenured faculty. Tenure-track faculty members are full-time faculty and are the core of the faculty.

  Examples of Cat I: Assistant Professor, Associate Professor and Professor

Category II: Non-Tenure Track (NTT)

- Category II faculty members are full-time, non-tenure-line faculty.

  Examples of Cat II: Lecturer, Sr. Lecturer, Visiting Faculty, In-Residence, Research Faculty, Clinical Faculty

Category III: Affiliate Faculty

- Category III (Affiliate) faculty members are part-time faculty who teach on a per-credit-hour basis for specific classes, as needed, and typically on a semester-by-semester basis, depending on budget and enrollment.

See the Faculty Employee Handbook for more information about each Category.

Minimum Salaries

MSU Denver currently bases faculty salary adjustments on years of service in conjunction with national salary data from the College and University Professional Association for Human Resources, known as CUPA. The organization's data provides benchmarks for faculty salaries based on averages from 61 peer institutions. The CUPA Peer Group 61 can be found in the Total Rewards SharePoint site (Compensation Equity Study tab).

For Category I and Category II faculty, years in Rank only include full-time equivalent years in a specific rank (Lecturer, Senior Lecturer, Assistant Professor, Associate Professor, Professor). CAT I and CAT II faculty members' minimum salaries are determined by a percentage of the CUPA average salary for the discipline, using CUPA's Classification of Instructional Programs (CIP) code and the number of years in rank (Lecturer, Senior Lecturer, Assistant Professor, Associate Professor, Professor r).

Category I: Tenure-Track & Tenured Faculty

Assistant Professor*

- 0 - 3 Completed Years in Rank = 97% of CUPA
- 4-6 Completed Years in Rank = 100% of CUPA

**New hires who bring in years of credit will count those years towards completed years in rank. Example: if a new hire has been granted three years of credit (the maximum allowed in the FEH), then they have completed 3 years in rank upon hire and would be hired at 97% of CUPA, but move to 100% of CUPA the following year.*

Associate Professor

- 0-3 Completed Years in Rank = 96% of CUPA
- 4-6 Completed Years in Rank = 98% of CUPA
- 7+ Completed Years in Rank = 100% of CUPA

Professor

- 0-3 Completed Years in Rank = 97% of CUPA
- 4-6 Completed Years in Rank = 98% of CUPA
- 7+ Completed Years in Rank = 100% of CUPA

Category II: Lecturer and Senior Lecturer Faculty

Lecturer

- 0-3 Completed Years in Rank = 80% of Assistant Professor CUPA
- 4+ Completed Years in Rank = 85% of Assistant Professor CUPA

Senior Lecturer

- 0+ Completed Years in Rank = 88% of Assistant Professor CUPA

In certain situations, and following consultation between the appropriate dean, provost and Academic Affairs Budget & Strategy team, a higher minimum salary may be approved to help attract critical faculty members, supporting the University's strategic goals, external labor and workforce demands, and our local and national communities.

Category III: Affiliate Faculty

Affiliate Faculty are hired on a per-credit-hour basis according to the per-credit-hour pay rate for the applicable college or school and the highest relevant degree of the Affiliate faculty member (see below).

- Associate's degree: $1,233/cr.
- Bachelor's degree: $1,289/cr.
- Master's degree: $1,444/cr.
- PhD/Doctorate: $1,512/cr.

The maximum allowable teaching load for an Affiliate Faculty Member is nine (9) credit hours per semester and six (6) credit hours for the summer session. Current Affiliate Faculty pay rates are based upon the highest relevant degree earned.

To see the per-credit-hour pay rates for each college or school, see the Part-Time Faculty Resources website (Adjunct Academic Calendar-Pay Dates/Rates section toward the bottom).

Promotions and Salary Increases

Promotions

All full-time faculty members at MSU Denver undergo various review processes to assess potential opportunities for promotion. These processes are outlined in the Faculty Employment Handbook.

A successful review process may result in a promotion and a salary increase. However, salary increases may not always be a direct result of a promotion. For instance, a Post Tenure Review (PTR) may result in a salary increase and not a promotion.

Salary Increases

The events below result in raises and an annual salary increase for Cat I and II faculty members.

- Promotion to Associate Professor and Tenure – $5,000
- Promotion to Professor – $8,000
- Successfully passing Post Tenure Review (PTR) – $3,000
- Promotion to Senior Lecturer – $3,000

Raises and promotions result from a current faculty member moving to a different faculty position that has a higher salary associated with it, such as moving from a lecturer to a senior lecturer or from an associate professor to a professor.

Example: Both of these promotion examples would result in a raise to a faculty member's annual salary:

- John Smith moves within Category II from Lecturer to Senior Lecturer.
- Jane Garcia is promoted to Professor from Associate Professor within Category I.

Retreat Lines: Professional Staff with retreat lines remain eligible for promotion in faculty rank while serving in an administrative role. Faculty promotion will not result in an increase to administrative salary or supplemental compensation while the employee remains in the administrative role. Upon return to a faculty position, the applicable promotion increase will be incorporated into the employee's return-to-faculty salary.

Professional Staff with retreat lines are not required to participate in Post-Tenure Review (PTR) while serving in an administrative role, even if they teach courses. If an administrator elects to participate in and successfully completes PTR, any associated salary increase will be treated in the same manner as a faculty promotion increase: it will not affect administrative compensation but will be incorporated into the employee's salary upon return to faculty. Department chairs remain subject to PTR requirements as described in the Faculty Employment Handbook.

Notes:

Any promotions and/or salary increases are automatically updated in Workday and are effective Aug. 1, the start of the academic year.

Any change affecting a faculty position or pay associated with a position is not guaranteed until the whole review process is complete.

Calculating Faculty Salary

When calculating faculty salaries, the following order of operations must be followed to reach the correct salary:

1. Add any promotion to the current salary.
2. Add PTR raise (if applicable) to the updated salary (with promotion accounted for).
3. Add Across-the-Board raise amount (if applicable) to updated salary (with promotion and PTR accounted for).
4. Check to see if the faculty member's salary is at or above the CUPA minimum for the appropriate rank and years of service.
5. If the salary is below the CUPA minimum, then it should be set to the minimum CUPA salary amount.

Chair Compensation

As of July 1, 2021, Chairs receive an administrative stipend of $28,500 and are considered to be 12-month employees.

Overload Pay

Overloads are the solution of last resort, but when they do occur, the faculty member teaching the overload shall be compensated at the PhD-level Affiliate rate.

Summer Pay

Full-time Category I and Category II faculty shall be paid the greater of 1/30th of their base academic-year salary per credit hour or $2,500 per credit hour for summer teaching. Affiliate faculty shall be paid at the applicable per-credit-hour rate based on their highest relevant degree. Summer teaching is capped at two courses per faculty member, for a total of six (6) credit hours. Effective Summer 2026, Department Chairs are eligible to receive additional compensation for summer teaching under the same compensation methodology, provided the summer teaching assignment is not used to fulfill or substitute for their required academic-year teaching load. Summer teaching and compensation are subject to applicable University policies, funding availability, and required approvals.

Sabbaticals

When eligible, tenured faculty members may request one or two semesters of sabbatical leave.

- Faculty members who take one semester of leave will be paid at their full pay rate for the duration of the sabbatical leave.
- Faculty members who take two consecutive semesters of leave will be paid at half of the pay rate for the duration of the sabbatical leave.

Frequently Asked Questions

What is a Compensation Philosophy and why do we need one?

A compensation philosophy is a formal statement documenting an organization's position about its employees' compensation structures and practices. It explains the "why" and the "how" behind employee pay and creates a framework for consistency.

Are faculty salaries on the same timeline as faculty contracts?

Yes and No.

Yes. Pay reflects a faculty member's contract, and accounts for years of service, rank and any other conditional terms applicable.

No. However, all salaries are paid across 12 months, regardless of the contract timeframe. For instance, faculty contracts that are based on a 9-month academic year and effective from August 15 to May 15, will be paid across twelve months from August 31 through July 31.

Where can I learn more about practices and processes that affect my compensation?

To learn more about practices affecting faculty compensation, faculty are encouraged to refer to the Faculty Employment Handbook.

What CUPA data does MSU Denver use to administer faculty compensation?

The University uses CUPA's Peer cohort data, which reflects comparable organizations with whom we compete for talent. For faculty compensation, MSU Denver used CUPA's Peer Group 61, which provides benchmarks for faculty salaries based on averages from 61 peer institutions.

Peer cohort data commonly consists of similar higher education institutions, aspirational institutions or direct competitors. Characteristics that are considered include:

- Affiliation (e.g., public, private, private-religious)
- Institutional size (e.g., student enrollment and full-time employee numbers)
- Academic programs and accreditation status
- Carnegie classification (e.g., doctoral professional universities, master's degree colleges and universities, baccalaureate institutions)
- Financial resources (operating budget)

How can I access CUPA data?

All survey results are copyrighted by the College and University Professional Association for Human Resources (CUPA-HR). No data contained in a survey report or obtained through DataOnDemand (DOD) may be reproduced in any form for any purpose without the written consent of CUPA-HR.

Employees may view the Peer 61 list MSU Denver has been approved to share.

How often will this document be updated?

This Faculty Compensation Guidelines document will be reviewed annually and updated as needed to reflect the most current Faculty compensation structure and practices. Any significant changes to faculty compensation will be made in partnership with Academic Affairs, Faculty Affairs, Human Resources and the Budget teams.