

INDIANA UNIVERSITY BLOOMINGTON
SALARY POLICY FOR FACULTY/LIBRARIANS
(Approved: BFC 10/17/89, 3/24/98, 12/01/2009)

Allocations of resources which affect faculty/librarian salaries occur at several levels: from the legislature, the central administration, and the Indiana University Foundation to campuses, to schools, to departments, and to the setting of individual salaries. At all levels, allocations of resources to faculty/ librarian salaries should balance two principles: (1) rewarding comparable performance, distinction, and experience with comparable salary and (2) providing the support necessary to achieve the missions of the university. Salary policies should be determined and implemented by the responsible administrator with the participation of appropriate elected faculty/librarian bodies and should be written and available for inspection.

In this policy, "resources" include funds available to Indiana University for faculty/library compensation from any source; "unit" refers to the university system, to a campus, to a school, and to a department; "allocation of resources to faculty/librarian salaries" refers to allocation of resources among units and to the setting of individual salaries. "Base salary" refers to a faculty member's/ librarian's annual yearly salary for teaching/performance, research/creative activity/professional development, and service.

I. Factors affecting allocation of resources to faculty/librarian salaries:

The following factors are relevant to the allocation of resources to faculty/librarian salaries:

A. Merit (see appendix to this document for Annual Merit Evaluation Policy):

"Merit" means individual achievement as judged according to the criteria of teaching/performance, research/creative activity/professional development, and service. Units will establish a system for evaluating merit in terms of a graded series of levels of achievement. Allocations of merit increments shall take into account the varying missions of the diverse departments, schools, and campuses which constitute the university, and make provision for faculty/librarians with responsibilities in more than one unit. The relative weight attached to the criteria of merit shall vary according to the faculty's/ librarian's contribution to those missions as stipulated in the unit's salary policy statements.

B. Cost of living:

Faculty/librarians shall receive an increment related to the increase in the cost of living. The Budgetary Affairs Committee of each campus shall make an annual recommendation regarding an appropriate percentage and/or fixed-dollar amount for this factor. After reviewing that recommendation, each salary-setting unit shall make its own determination, taking into consideration both the primacy of the merit principle in setting salaries and the need to protect individuals as much as possible against salary erosion caused by inflation. In no case shall this cost-of-living factor, together with adjustments for equity and salary minima, absorb more than half of the unit's allocation for salary increments.

C. Fixed-dollar increments:

1. The Budgetary Affairs Committee of a campus may recommend minimum fixed-dollar increases to be received by all faculty/ librarians whose performance meets the standards of

competence of the faculty's/librarian's unit. This is intended to avoid excessive widening of the gap between low and high salaries due to the use of percentage increments.

2. A unit's consultative committee may recommend that some portion of its salary increment be made in fixed-dollar amounts.

D. Recruitment and retention of faculty/librarians:

The need to allocate salary resources to attract and retain qualified faculty/librarians may have differential impact as applied to different academic fields and to individual faculty/librarians within a field. Differential allocations in accordance with this factor, including responses to outside offers, shall be consistent with the unit's long range planning.

E. Remedial equity:

Resources may be allocated to remedy inequities which have resulted from the following factors:

1. Changing market conditions:

The need to attract and retain faculty/librarians in changing market conditions may produce discrepancies in salaries among faculty/ librarians of comparable experience and merit.

2. Reevaluation of prior merit judgments:

Adjustments in salaries are appropriate to correct previous under-estimations of merit, so that faculty/librarians do not continue to suffer for undervalued commitments to their work.

3. Inadequate funding:

Prior inadequate funding for faculty/librarians may have resulted in inadequate reward of meritorious performance or in allocation of resources which neglected some factors specified in Part I of this faculty/librarian salary policy for others considered more pressing at the time.

4. Discrimination:

The University is committed to remedy discrimination based on race, color, religion, politics, gender, sexual preference, national or ethnic origin, age, disability, or veteran's status.

F. Salary minima:

Resources will be allocated to meet reasonable faculty/librarian salary minima standards established by the Budgetary Affairs Committee of the campus or by other faculty/librarian legislation. 50% of these resources will be provided by the campus and 50% by the unit to which the faculty/librarian belongs. In general, the minima should increase in step with the percentage increases in salary resources distributed by the campus as a whole.

II. Processes for making allocations to faculty/librarian salaries:

A. Request:

Requests for the allocation of resources to faculty/librarian salaries shall be supported by information bearing on the factors specified in Part I of this policy.

B. Decision with consultation:

All decisions allocating resources to faculty/librarian salaries, both among units and to individual

faculty/librarians, shall be made by the unit's responsible administrator with the advice of a consultative committee in accordance with the factors specified in Part I of this policy. Allocation of resources between faculty/librarian salary and other budget items within a unit shall also be made with the advice of a consultative committee. A "consultative committee" is a Budgetary Affairs Committee, an Elected Policy Committee, a Salary Committee, or other faculty/librarian committee, elected by the faculty/librarians of the affected unit or named by an elected faculty/librarian body of the unit, which advises the unit's responsible administrator regarding the allocation of resources. At the beginning of each academic year, the faculty/librarians of each unit shall be notified of the membership and functions of the unit's consultative committee(s). Consultative committees will report to their unit's faculty/librarians annually on how the unit's responsible administrator has acted on the committee's advice.

C. Justification:

Allocations of resources to faculty/librarian salaries shall be justified to the consultative committee and to the faculty/librarian directly affected by reference to the factors specified in Part I of this policy. Justifications shall respond to the information provided in support of requests for salary resources made pursuant to Paragraph II.A of this policy.

D. Appeal:

Appeals by faculty/librarians of salary allocations are governed by faculty grievance procedures.

III. Applications of policies to different levels of allocation:

The following provisions may be supplemented by legislation by the faculty/librarians of a unit to account for the circumstances of that unit.

A. Allocation of faculty/librarian salary resources to units:

1. Units which set individual salaries shall justify requests for salary resources by reference to the factors specified in Part I of this policy.
2. Allocations of resources shall reflect increases and decreases in full-time faculty/librarian equivalent within units.
3. Justification of allocations of salary resources among units shall respond to the information provided in units' budget requests, and be in writing and generally available for inspection.

B. Setting of individual faculty/librarian salaries:

1. Faculty/librarians shall be given timely opportunity each year to provide information supporting a salary increase in accordance with the factors specified in Part I of this policy. The responsible administrator shall provide each faculty/librarian a copy of any written comments or data on which determinations of salary are based.
2. Individual salary recommendations by a dean shall be reviewed in turn by the Provost and by the President and acted upon by the Trustees of Indiana University.

3. The faculty/librarian of each unit which allocates resources to individual salaries shall adopt policies for the implementation of this Faculty/Librarian Salary Policy in the unit. A copy of this implementation policy shall be provided to affected faculty and to the Vice Provost for Faculty and Academic Affairs for the campus. The unit's policy shall provide for reviews, at least once every three years, (a) to determine whether the salary policies are being followed, (b) to evaluate the policies, and (c) to recommend changes.

4a. In addition to the appropriate percentage of their existing annual yearly salary, faculty/librarians in part-time administrative roles (such as associate deans and department chairs) may receive salary supplements for undertaking administrative responsibilities and for disruption of their academic work. Administrative supplements continue only during the term of administrative duty, and statements of faculty members'/ administrators' salaries shall specify that portion which is an administrative supplement and that part that derives from the normal teaching, research, and service/ librarian duties. Adjustments in both the base salary and administrative supplement of part-time administrators shall be in accordance with the factors specified in Part I of this policy.

4b. The provisions of Paragraph II.B of this policy regarding consultation apply to decisions setting salaries of faculty/ librarians in part-time administrative roles. Thus, increments to the base salary (covering normal teaching, research, and service/librarian duties) are subject to the procedures of the department or unit of which the faculty/librarian/administrator is a member, while increments to the administrative supplement are subject to those of the appointing unit (the College, school, division, campus, etc.).

4c. Appropriate adjustments should also be made when full-time administrators return to normal faculty/librarian duties.

5. A unit's responsible administrator shall report annually to the faculty/librarians of the unit how salary policy has been implemented in the unit.

IV. Allocation of salary resources among units at the campus and school level:

A. Units should receive their base salary allocations for the previous year plus a share of at least 80% of the funds available for faculty/librarian salary increments proportionate to those base salary allocations. No more than 20% of the funds available for salary increments shall be allocated differentially among units in accordance with the factors specified in the university's faculty/librarian salary policy.

B. The percent increase in allocation of salary resources of the unit receiving the largest percent increase shall not be made more than twice that received by the unit receiving the smallest percent increase.

APPENDIX

Annual Merit Evaluation Policy

1. Each faculty member must submit an Annual Report in accord with the language of the *Academic Handbook*. (See [Note 1.](#))
2. Each academic unit shall have written procedures, adopted by the faculty, for conducting a merit evaluation of each faculty member on an annual basis. Copies of these procedures shall be provided to all faculty within the unit, to the school dean, and to the Vice Provost for Faculty and Academic Affairs. It is essential that principles of academic freedom be scrupulously observed in all merit review procedures.
3. The merit evaluation shall focus on the traditional areas of faculty responsibility (teaching, research and service), as well as standards of professional conduct appropriate to the faculty member, including the fundamental faculty responsibilities set out in the Code of Academic Ethics.
4. The result of the merit evaluation for a faculty member shall be made available, by the unit head, to that individual in writing at the end of the evaluation process. The normal grievance procedures shall be available to a faculty member if he or she is dissatisfied with the result of the evaluation.