



Responsible Official: President

Effective Date: June 15, 2016

OFFICE OF COMPLIANCE SERVICES
UVM.EDU/POLICIES

UNIVERSITY OPERATING PROCEDURE

****FOR PRINTED USE ONLY****

University Operating Procedures residing on UVM's Institutional Policy website are the most current versions available. If you are viewing a procedure anywhere else, including in printed form or embedded on other websites, it may not be the most current.

Officers of Administration Salary, Benefits, and Related Personnel Matters

Overview

The positions of non-faculty personnel at the University are classified primarily on the basis of whether they are exempt or non-exempt under the federal Fair Labor Standards Act (FLSA). One sub-group of FLSA-exempt personnel is the category of Officers of Administration ("Officers"). This group largely comprises Vice Presidents, Deans, and certain other senior-level officials. The Office of the Vice President for Executive Operations maintains a current listing of Officers.

Appointment and employment policies related to Officers are set forth in sections of the *University Manual* and on the Officers page of the Benefits section of the Human Resource Services webpage (See Related Policies and Procedures, below). This University Operating Procedure supplements University Manual policy statements.

Procedures

Steps in Establishing and Adjusting an Officer's Salary and Benefits

UVM's overall compensation philosophy is built upon the following principles:

- Compensation must directly relate to the larger goals of fulfilling the University's mission as a university and improving the educational quality and competitiveness of the University.

- Compensation should be determined based on the following factors:
 - Performance
 - Contribution to University goals
 - Market competitiveness
 - Equity
 - Disciplinary field
- Compensation should be viewed as salary plus benefits.

Within these parameters, the salary assigned to an Officer is set by the official to whom the Officer reports (“the supervisor”) in consultation with the supervisor’s immediate supervisor. All non-base salary or supplemental benefits (*e.g.*, housing allowances, deferred compensation agreements, individual club memberships) that are not part of the customary benefits plan available to Officers must be pre-approved by the President.

When the President is the supervisor of an Officer, the President must inform the Chair of the Board of Trustees before (1) setting the salary if the proposed salary would exceed 110% of the CUPA median for the position at public research universities; or (2) offering any benefits or perquisites that are not standard for UVM Officers.

The Office of Institutional Research assists supervisors in identifying market data relevant to salary. For the purpose of establishing appropriate benchmark salary data for Officers, the Office of Institutional Research customarily utilizes the CUPA-HR Administrative Compensation Survey data for public research universities. If the position is not present in this database, Institutional Research will identify an alternative appropriate database.

Subject to any consultations required above, in determining the Officer’s salary, supervisors may offer a base salary for the position of up to 110% of the CUPA-HR median for public research universities. Any proposed off-cycle increase that is not attributable to a temporary reassignment or promotion is governed by the procedure for Off-Cycle Base Salary Adjustments for Officers detailed below.

Establishing a Salary for a Secondary Faculty Appointment

Officers newly appointed to UVM may concurrently seek a secondary faculty appointment. Such an appointment must be recommended favorably by the home academic department and approved by the Dean through usual channels, including those applicable to tenure if relevant. The initial faculty salary shall be set by the Provost in consultation with the department Chair and Dean.

Officers hired from *within* the University who have existing tenured faculty appointments retain their base faculty salary. The faculty salary will be tracked and adjusted in accordance with any applicable collective bargaining agreement or, in case of non-union-represented faculty, in a manner consistent with the salary increase mechanism in place at the relevant College or School.

Establishing an Initial Faculty Salary

The following standards and procedures must be used to establish an initial faculty salary:

- The Provost's Office obtains a copy of the individual's curriculum vitae to determine the (a) academic discipline and (b) year of highest degree.
- The Provost's Office consults with the Office of Institutional Research regarding relevant data in the most recent annual edition of the Oklahoma State University Faculty Salary Survey by Discipline ("OSU salary survey"), and any adjustments that should be made to render the data current to the base year for which the salary is being set.
- In consultation with the appropriate Dean (who in turn consults with the department Chair), the Provost will set the base to reflect the salary range of faculty in the same rank in the department, academic experience and expertise, time since degree and length of faculty appointment, standing in the discipline, and the nature of the faculty duties to be performed.
- Although UVM is currently classified in the OSU salary survey under *Research Universities – High Research Activity*, the Provost may give consideration to the salaries at Research Universities – Very High Research Activity for a candidate who is coming from an institution classified as Research Universities – Very High Research Activity.
- Once having analyzed the above-described data, the Provost renders a final decision in consultation with the appropriate Dean, who in turn has consulted with the department Chair.
- A Provost's faculty salary is set by the President, following the President's advance consultation with the relevant Dean (who in turn confers with the department Chair). If the faculty salary proposed for the Provost exceeds 110% of the CUPA-HR median as described above, the President must also consult with the Chair of the Board of Trustees.
- The President's faculty salary is set by the Chair of the Board of Trustees in consultation with the Provost and the relevant Dean (who in turn confers with the department chair).

Setting a Faculty Salary When an Officer Assumes or Resumes a Primary Faculty Appointment

For Officers assuming or resuming a faculty position covered by the full-time faculty collective bargaining agreement, the Provost adjusts the Officer's faculty salary at the time of the Officer's assuming or resuming a primary faculty appointment by applying the appropriate increases relevant to the time frame in question awarded under the applicable collective bargaining agreement (*i.e.*, across the board and merit performance increase, in the latter case reflecting the officer's academic accomplishments while serving as an administrator). In consultation with the appropriate Dean (who in turn consults with the department Chair), the Provost may further adjust the base to reflect the salary range of faculty in the same rank in the department, academic experience and expertise, standing in the discipline, and the nature of the faculty duties to be performed.

For Officers assuming or resuming a faculty position in the College of Medicine or other non-union-represented faculty position, the Provost adjusts the Officer's salary using the University salary pool increases relevant to the time frame in question, unless the College or School has a written policy or procedure applying a different means of annual increase for faculty, in which case the latter will apply. Following consultation with the Dean (who in turn consults with the department Chair), the Provost may also further adjust the base salary to reflect the salary range

of faculty in the same rank in the department, academic experience and expertise, standing in the discipline, and the nature of the faculty duties to be performed.

A Provost's faculty salary upon assuming or resuming a faculty position is set by the President in accordance with the procedures and standards described in this section. A President's faculty salary upon assuming or resuming a faculty position is set by the Chair of the Board of Trustees in consultation with the Provost (who consults with the appropriate Dean, and who in turn confers with the department Chair), applying the standards and procedures described in this section.

Leaves and Vacation Payouts Preceding Assumption or Resumption of a Faculty Appointment

An Officer who receives a notice of non-reappointment, or who resigns an Officer appointment, and who has a preexisting right to assume or resume a faculty appointment may do so after the Officer appointment ends. This election must be made in writing to the Provost, with a copy to the Dean and academic department Chair, within thirty (30) calendar days of issuance of the notice of non-reappointment or submission of the notice of resignation. An Officer who elects to assume or resume a faculty appointment shall be given a six-month administrative leave of absence to prepare for the assumption of duties as a faculty member. During the administrative leave, the Officer will be compensated at the salary and benefits rate applicable to the upcoming faculty appointment. Any vacation the Officer has accrued will be paid within thirty (30) days of the last date of service as an Officer unless the faculty appointment is one in which vacation accrues, in which case accrued vacation will carry over to the new position. An Officer who assumes or resumes a faculty or another administrative position at the conclusion of the Officer appointment will not receive severance pay for non-reappointment of the Officer position.

OTHER SALARY ADJUSTMENTS

Acting/Interim Officer Appointments

To cover temporary or other vacancies that arise in the ordinary course of business, it is occasionally necessary to make temporary Acting or Interim appointments. The title will be "Acting" if the appointment is being made to fill a temporary vacancy (such as a leave of absence or sabbatical on the part of the incumbent). The title will be "Interim" if the appointment is being made to fill a vacancy (permanent departure of the incumbent).

If there is more than one person internally who is, or may be, qualified for an Acting or Interim appointment, the hiring official should seek guidance from the Office of Equal Opportunity to facilitate due consideration to all qualified and interested internal candidates.

An official making an Interim appointment must resolve with the next-senior official and the prospective appointee *before* the temporary appointment is offered whether the appointee will be eligible for consideration as a candidate during the recruitment process for a permanent appointee.

When an internal appointment is made for an Acting or Interim appointment, a temporary salary adjustment may be made to the appointee's salary under the following conditions:

- The new responsibilities must be part of the job requirements for at least thirty (30) calendar days
- The change in duties must be substantial
- The adjustment must be justifiable in comparison to the salaries of direct reports and/or comparable Officer positions

Any salary adjustment will be determined by the supervisor in consultation with the supervisor's supervisor. If the Acting/Interim appointee will report to the President, the President must inform the Chair of the Board of Trustees in advance of the proposed increase if the salary exceeds 110% of the CUPA-HR median described above.

When the Acting/Interim assignment is completed, the salary of the acting or interim appointee will revert to the preexisting base (as it may have been revised with any customary fiscal year adjustments or based on adjustments that would have been made under an applicable collective bargaining agreement).

Promotional Opportunities

Except in the case of a change in job duties that is implemented in the course of a re-organization, a vacancy in an Officer position must either be filled through recruitment or by means of a waiver of recruitment approved by the Office of Equal Opportunity. The supervisor, in consultation with the Office of Equal Opportunity and the supervisor's next-senior level official, will determine whether a waiver is appropriate in view of all relevant circumstances.

Customarily, an employee who is promoted will receive a pay adjustment up to 10% on the existing base salary. Other factors that should be considered by the supervisor in consultation with the supervisor's supervisor following consultation with the Office of Institutional Research include the Officer's existing base salary relative to appropriate comparators; the magnitude of the change in responsibilities; relevant market data; internal equity, including the salaries of direct reports to the Officer; and relevant experience and expertise.

Off-Cycle Base Salary Adjustments

Off-cycle increases are used to address market, successful completion of a comprehensive review, and equity issues relative to recruitment, retention, and organizational change *during* the fiscal year. The regular annual fiscal year performance review and salary adjustment process may also address market and equity, in addition to merit.

Off-cycle base salary adjustments:

1. Are reviewed on a case-by-case basis and approved in the sole discretion of the supervisor of the person as to whom an adjustment is being considered, in consultation with the supervisor's supervisor
2. Should be set in consultation with the Office of Institutional Research
3. Typically become effective upon the date of submission of the adjustment request (*i.e.*, they are not retroactive to the start of the FY) and
4. Are funded customarily from the budget of the unit

Base Salary Adjustments After a Successful Comprehensive Review

Certain Officers are subject to comprehensive reviews described in the University Manual (Deans), the Policy on Review and Evaluation of Senior Leaders (*e.g.*, Vice Presidents), and the Presidential Performance Review Policy (President). At the conclusion of a successful comprehensive review, the supervisor may award a base increase of up to 10% of existing base or 110% of the base salary for the same or a comparable position in the CUPA HR Administrative Compensation Survey for public research extensive universities, whichever is greater. Requests to exceed the allowable base salary increase must be approved by the President for Deans and Vice presidents and be reviewed by the President with the Chair of the Board of Trustees for senior officials reporting to the President.

Definitions

None

Contacts/Responsible Official

Questions related to the operational interpretation of this University Operating Procedure should be directed to:

Vice President for Executive Operations
(802) 656-3186

The President is the official responsible for the interpretation and administration of this procedure.

Forms

None

Related Documents/Policies

Equal Opportunity Hiring Guidelines

<https://www.uvm.edu/equal-opportunity/recruitment-uvm>

Officers of Administration Benefits

https://www.uvm.edu/sites/default/files/Human-Resource-Services-and-Operations/Benefits_by_Employee_Type-Officers_Manual.pdf

Presidential Compensation Policy and Guidelines

https://www.uvm.edu/sites/default/files/UVM-Board-of-Trustees/policy_manual/III3b_presidential_compensation.pdf

University and University Officers Manual

https://www.uvm.edu/sites/default/files/UVM-Faculty-Affairs/University_Manual_0.pdf

Effective Date

Approved by the President June 15, 2016