

**A. Introduction**

1. Authority to Make Salary Adjustments. The Trustees, and to the extent that the authority is delegated to him or her by the Trustees, the President, possess the sole authority to determine whether, when, and by what amount or percentage, if any, salaries shall be adjusted, and the personnel to whom such adjustments shall be made. The Trustees delegate the following authority to the President:
  - a. To establish or negotiate competitive starting salaries for newly hired Professional Personnel.
  - b. To award annual performance-based salary increases based on institutional salary administration and performance evaluation systems (including salary increases based on promotions in Academic Rank and other indicia of excellent or highly proficient performance).
  - c. To recommend to the Trustees individual base salary increases on a case-by-case basis when, in the President's sole discretion, such increases are needed to increase the number of Faculty with Terminal Degree qualifications in their disciplines, to promote salary equity and parity at the University, to prevent the loss of highly qualified personnel, to compete in the market place or to compensate Professional Personnel who assume additional or changed duties. Such recommendations shall be presented to the Trustees for approval.
2. Conform to Limitations. All salary adjustments shall conform to Trustee-ordered restrictions or limitations on institutional salary adjustments (e.g., limitations on the average amounts or percentages of annual performance-based salary increases).
3. No Entitlement. This policy does not and shall not be construed to create entitlement or contractual rights to performance-based, cost-of-living, longevity, equity, parity, or other salary increases; nor shall institutional salary administration systems explicitly or implicitly create or be construed to create any such entitlement or rights.
4. Purpose. The University's salary administration system establishes procedures for setting salaries that are intended to encourage a high level of professional performance, attract and retain high quality Faculty and Exempt employees. The primary purpose of this salary administration system is to establish a clear relationship between professional performance and compensation.

**B. Faculty Salary Plan**

1. Performance Ratings. The Faculty salary plan is based upon the Performance Ratings for General Evaluation Criteria defined in the evaluation section of this Handbook.
2. Salary Increases. The individual's salary increase will be determined by the new salary money allocated, and the Performance Rating assigned by the appropriate Department Head.
3. Guiding Principles. The following guiding principles apply to the salary plan:
  - a. Faculty members with higher Performance Ratings receive larger salary increases.
  - b. Faculty members rated "Proficient" or "Below Standard" are ineligible for salary increases.
  - c. Individual salary increase percentages may differ from the general average authorized annually by the Trustees.
4. Integrity of the Plan. Each Department Head is responsible for the integrity of the plan in his or her academic department, and the VPAA is responsible for the integrity of the plan among the academic departments.
  - a. Initial Salary. The determination of the Faculty member's initial salary is the responsibility of the VPAA, with approval by the President. The initial salary is based on level of educational attainment, experience, market factors, and other considerations the VPAA and President may deem appropriate.
  - b. Promotion. A Faculty member's current year base salary shall be increased for the contract year following a promotion because of the increase in Academic Rank. In addition, a Performance Rating increment may be awarded.
  - c. Special Recognition Awards. After salary allocations have been set by the Trustees, new salary funds will be allocated according to the Performance Ratings and approved by the VPAA and the President. If funds are available after promotion-based and performance-based distributions are made, Faculty members who qualify for Special Recognition Awards may be given monetary awards, paid in single payments, which do not become a part of the base salary. The amount of the Special Recognition Awards shall be recommended by the VPAA, and approved by the President.

Salary funds used for Special Recognition Awards shall remain in the following year's general salary pool for redistribution.

**C. Faculty Workload**

1. Full-time.

- a. The normal teaching load for Academic Faculty is 24 semester credit hours per academic year. This load is usually distributed as 12 semester credit hours per semester. The normal teaching load for Technical Faculty is 30 semester credit hours per academic year. This load is usually distributed as 15 semester credit hours or the equivalent. To accommodate high enrollments during a term, or to meet other emergency situations, the University may assign overloads. Reduction in teaching load in subsequent semesters or terms is authorized in these cases.
- b. Overload compensation is authorized only when teaching assignments exceed the normal distribution. With the approval of the Academic Department Head, a faculty member with an "Excellent" performance evaluation for the prior year may teach up to either (8) credit hours overload per academic year (i.e., excluding summer and January terms) or five credit hours for one of the two academic terms. Individual departments may have more restrictive limits.

Approval of an overload exceeding the annual eight credit hour limit will be treated as a rare exception, rather than a recurring activity, and must be authorized by the Academic Department Head, Vice President for Academic Affairs, and President prior to the classes being listed in a program's schedule of offerings for the upcoming term. If overload activity of any amount interferes with any part of a Faculty member's responsibilities, an overload request will not be approved for a minimum of the two following academic semesters or until such time that the Faculty member demonstrates that teaching an overload will not interfere with other required obligations.

- c. In addition to their teaching load, Faculty members shall prepare for classes, evaluate student performance, confer with students, and participate in scholarly activity, and service, and other professional activities. Full-time Faculty are expected to devote at least 40 hours per week during the Academic Year to meeting their teaching, advising, scholarship, and service obligations. As part of their professional duties, faculty are expected to establish, post, and keep a minimum of five office hours weekly spread over a minimum of four days commencing one week prior to and continuing through each Fall and Spring Semester excluding

scheduled breaks. Faculty may use a different configuration of office hours with the approval of the department head.

- d. Granting requests for Release Time for research, institutional service, other scholarly activities, or curriculum-related activities outside of actual teaching assignments is the prerogative of the Department Head and must be approved by the VPAA and the President.
2. Part-time. The normal calculation for a full-time-equivalent load for part-time Academic Faculty employed on a per credit basis should be no less than fifteen (15) credit hours per semester.

**D. Exempt Employees Salary Plan**

1. The salary plan for Exempt Employees is based upon the Performance Rating and upon the Position Evaluation System which establishes relationships among all exempt positions on campus. Exempt employees achieving the performance level of "Excellent" may be considered for Special Recognition Awards.
2. The Exempt employees' salary plan does not contain any provision for annual or step increases. Each year, subject to the allocation of funds by the Trustees, the President and the Vice Presidents will develop a system for the allocation of such salary funds as may be available. The individual's salary increase will be determined by the new salary money allocated and the Performance Ratings assigned. The President and the Vice Presidents shall review all recommendations. An Exempt Employee receiving an evaluation of "Below Standard" will be ineligible for any salary increase for the ensuing year. If funds are available after performance-based distributions are made, those who qualify for a Special Recognition Award may be given a monetary award, paid in a single payment, that does not become a part of the base salary. The amount of the Special Recognition Award shall be recommended by the appropriate Administrator and approved by the President.

**E. Salary Supplementation.** During the regular term of Full-time appointment, salaries of Professional Personnel may be supplemented from institutional grants, contracts, or other institutional or State funds, but only for approved, institutionally assigned, temporary or short-term responsibilities in addition to those normally specified for Professional Personnel. Salary supplements shall not be added to the recipient's base salary.

**F. Outside Employment.** The University recognizes that Professional Personnel may desire to engage in outside employment for compensation in addition to their salary received from the University. Also, Professional Personnel may be uniquely qualified to assist in meeting a variety of society's needs by way of sharing their knowledge and expertise outside the University. The University does not prohibit outside employment,

**Section VIII**  
**SALARY ADMINISTRATION SYSTEM**  
Professional Personnel Employment Handbook

---

however, the obligations of Faculty and Exempt employees to the University must take priority over any such activity.

1. Outside Employment Defined. Outside Employment includes, without limitation, employee, independent contractor, consulting, or business ownership relationships with persons or entities other than the University, performed for compensation or monetary reward.
  
2. Reporting of Outside Employment. In advance of accepting outside employment, Full-time Professional Personnel shall give notice of the outside employment opportunity to their Department Head or immediate supervisor and receive prior written approval. Approval shall not be denied unless the outside employment creates an actual or apparent conflict of interest or otherwise violates the rules for outside employment set forth below. Reporting is not required by Part-time Professional Personnel or Professional Personnel who are not currently under contract (e.g. Faculty outside of the Academic Year). But other rules for engaging in outside employment set forth below apply to Part-time as well as Full-time. Department Heads and immediate supervisors shall promptly forward all notices received from Full-time Professional Personnel disclosing outside employment to the appropriate Vice President.
  
3. Rules for Outside Employment. Professional Employees who engage in outside employment must abide by the following rules. Failure to do so may result in discipline or termination. Outside employment shall:
  - a. Not interfere with the efficient performance of the employee's job;
  
  - b. Not actually or apparently conflict with the interests of the University or the State of Colorado. "Apparently conflict" means that the employment would reasonably give rise to criticism or suspicion of conflicting interests or duties;
  
  - c. Not conflict with the Code of Ethics for Public Employees, CRS 24-18-101 et. seq., as amended from time to time, and other statutes and regulations governing the conduct of public employees.
  
  - d. Be in addition to, rather than part of, the normal time and effort expected of members of Faculty and Exempt employees in that Professional Personnel position.
  
  - e. Not involve use of University resources, facilities, or property without prior written approval by the President regarding the specific exceptions requested to this rule.