



Provost and Executive Vice President

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November 21, 2011

MEMORANDUM

TO: Deans, Directors, Department Heads/Chairs, Administrators,
Managers, and Supervisors

FROM: Becky Warner, Senior Vice Provost, Academic Affairs
Jacquelyn Rudolph, Director, Office of Human Resources

SUBJECT: University-Wide Faculty Salary Increase Process
FY 2011-12 Guidelines

This memorandum provides information regarding the FY 2011-12 university-wide salary increase process for professorial and fixed-term faculty.

This increase process consists of the following components:

- 4% increase for fully satisfactory performance
- 1% increase for equity
- An additional merit increase of \$2500 each for an estimated 5% of the eligible faculty population

Funding for the above increases will be provided by central administration for Education and General (E&G) as well as Statewide Public Service (SWPS) funded positions. It is the responsibility of the recommending department/unit to identify and cover funding for positions supported by grants, contracts, gifts, auxiliary revenue and other funds from existing budget.

Please carefully review these guidelines in preparation of receipt of your worksheets. Worksheets and instructions will be distributed on November 22 and 23, 2011, by your business center HR unit to your designated key representative for completion and submission to the business center HR units no later than December 9, 2011.

The timeline is tight and meeting deadlines is critical to ensure that we are able to complete the process and provide employees their increases in the appropriate pay period. Therefore, we ask that you not wait until the worksheets are distributed to begin your internal college/division process to determine how you will distribute salary increases.

A Note Regarding Off-Cycle Increases

Every attempt will be made to include approved off-cycle salary increase requests on the worksheets that were submitted and approved prior to November 18, 2011 and have an effective date on or before November 30, 2011. Requests submitted after November 18, 2011 will be made effective February 1, 2012, for 12-month employees and March 1, 2012, for 9-month employees. This is necessary due to the timing of the worksheet and payroll processes. As a reminder, the funding of off-cycle salary increases remains the responsibility of the requesting department/unit from current budget allocations. The guidelines below do not impact or change the current off-cycle salary increase request process, as outlined in the Provost's email dated March 2, 2010.

SALARY INCREASE AMOUNTS, ALLOCATION AND EFFECTIVE DATES

4% Increase for Fully Satisfactory Performance

Employees with fully satisfactory performance or better will receive a 4% salary increase in their base annual salary rate effective January 1, 2012, for 12-month faculty and February 1, 2012, for 9-month faculty.

Fully satisfactory increase dollars that are not allocated to ineligible employees may not be allocated to other eligible employees.

All employees will receive this increase unless you note that they are ineligible on the worksheets provided to you. Please review the eligibility criteria outlined below.

1% Increase for Equity Needs

The annual salary base for each employee listed on the worksheet will be included in a calculation to determine the total increase dollars allowed for distribution. This amount will reflect 1% of the combined total annual salary base for employees on the payroll as of November 17, 2011.

As a reminder, funding for this increase will be provided by central administration for E&G and SWPS funded positions. It is the responsibility of the recommending department/unit to identify and cover funding for positions supported by grants, contracts, gifts, auxiliary revenue and other funds from existing budget.

Employees who are performing at a satisfactory level or above are eligible to receive this additional increase. Increases approved for equity will be effective January 1, 2012, for 12-month faculty members and February 1, 2012, for 9-month faculty members.

Equity increase guidelines – Employees who are performing at a satisfactory level or above are eligible to receive an equity increase, if needed. An equity increase is to be used to address salary equity for employees from historically underrepresented ethnic/racial groups, women, and/or those affected by salary compression or other market forces.

Equity increases may not be allocated across-the-board.

Administrators are to document their internal salary analysis when providing equity increases for review and audit purposes.

The following is provided to assist administrators in determining if an equity increase is warranted:

- Are there faculty with more years of experience earning significantly less than other faculty with fewer years of experience and similar duties and performance?
- Are there faculty who are holding positions of greater scope and responsibility within the same rank or discipline who are paid less than faculty holding less demanding positions in that rank or discipline?

Merit increase of \$2500 annually for an estimated 5% of the eligible faculty population, including academic, research and professional faculty members

Employees who are performing at a meritorious level are eligible to receive an additional merit increase of \$2500 in their base annual salary rate effective January 1, 2012, for 12-month faculty members and February 1, 2012, for 9-month faculty members. This increase will be made available to only 5% of the faculty population.

Meritorious performance increase guidelines – Employees who have demonstrated exceptional and superior performance are eligible to receive a merit-based salary increase.

For those employees receiving a merit increase, a current performance evaluation is to be on file reflecting the employee's meritorious performance. It is expected that the recommended merit increase is consistent with the content of the performance evaluation on file for the employee.

Each college and division head will receive information from the Provost and Vice President for Finance and Administration regarding the number of eligible faculty eligible to receive this increase in the respective college/division. The allocated number of eligible faculty as well as the worksheets and process instructions will be distributed through a separate process, apart from the 4% and 1% increase worksheets.

We anticipate distributing this material around November 28, 2011.

ELIGIBILITY CRITERIA APPLICABLE TO ALL INCREASES GRANTED

- Academic, research, and professional faculty who have performed at a fully satisfactory level or better are eligible for consideration, who have a year or more of service and who work half-time or greater. Because of variations in employee FTE during their service to the institution, all regular unclassified employees will be included on worksheets. It is the responsibility of the department/unit head to determine eligibility based on the salary increase guidelines.

- Recently hired faculty may be ineligible based on negotiated terms in their letter of offer or they may not have enough time in service to adequately assess their performance.
- Instructors who have been hired through the pool recruitment process are included on the worksheets and are eligible to receive an increase under these guidelines.
- Employees on academic wage appointments (including returning retirees) may be provided an increase under these guidelines. These employees do not appear on the worksheets. Therefore, if you wish to do so, please contact your business center HR representative to request assistance in submitting the appropriate paperwork. The same guidelines and performance standards apply to these employees.
- Graduate assistants, post doctoral scholars, and clinical fellows are not eligible.

GUIDELINES APPLICABLE TO ALL SALARY INCREASES

- Deans, Vice Presidents and Vice Provosts are expected to review and be fully informed regarding the justifications for the merit and equity increases forwarded to them by their administrators *before* submitting the final worksheets for their college or division.
- Deans, Vice Presidents and Vice Provosts are required to indicate their concurrence and support of the recommended increases by signing all salary worksheets within their line of authority. Delegating signature authority to another member of their staff is not permitted in this process.
- Deans, Vice Presidents, Vice Provosts, Directors and Department Heads/Chairs are to provide information to faculty members in their respective departments/units about the specific procedures and criteria that will be used to arrive at equity or merit decisions and to encourage discussion of the process in the departments/units.
- Salary rates for faculty members who received a promotional increase during the 2010-11 promotion and tenure review process are eligible for increases.
- Departments/units are asked to coordinate the increase process with other departments/units when employees have multiple jobs, their Banner Time Sheet Org and Home Org are not the same, or the employee is listed on another worksheet grouped by "direct reports" to a senior administrator. If you have questions, please contact your business center HR representative.
- The period of evaluation for merit is the interval since the employee's last merit increase.

- An equity increase will not compound on an employee's salary if a fully satisfactory increase has been given. It will be calculated as a percentage of the annual salary rate before the fully satisfactory increase has been applied.

ANTICIPATED PROCESS TIMELINE FOR 4% AND 1% INCREASES

November 22-23	Salary worksheets and instructions distributed to department/unit key representatives by business center HR personnel
December 9	Salary worksheets due to business center HR from department/unit key representatives
December 12	Academic Affairs and OHR begin worksheet review, assessment of application of guidelines by individual departments/units, and Banner data reconciliation process
December 27	OHR begins reporting to department/unit key representatives the approval of increase recommendations. Departments and units may send out salary increase letters to employees after this notification process is completed between the OHR and the department/unit key representative.
January 1	Salary increase effective date for 12-month employees
January 13	Last day salary increase data can be entered into Banner for 12-month employees' January payroll
January 17	Time entry opens and payroll data entry is closed for HR transactions for January
January 31	Payday – salary increases reflected in paychecks for 12-month employees
February 1	Salary increase effective date for 9-month employees

Please distribute this information as you feel is appropriate. Should you have questions, please do not hesitate to contact the individuals listed below.

Questions?

Edith Birky, Academic HR Officer, at edith.birky@oregonstate.edu or 7-0736
Jeri Hemmer, Associate Director, at jeri.hemmer@oregonstate.edu or 7-0547
Terri Cook, Budget Development & Reporting Manager, at terri.cook@oregonstate.edu or 7-3167
Jacque Rudolph, Director, at jacque.rudolph@oregonstate.edu or 7-0551
Becky Warner, Senior Vice Provost, at rebecca.warner@oregonstate.edu or 7-0732