

SCHOOL OF MEDICINE FACULTY SALARY APPEAL POLICY

Effective January 11, 2023

Background

Consistent with Regent Laws and Policies and Anschutz Medical Campus Policy 1005 (Faculty Compensation), the School of Medicine (SOM) seeks to achieve salaries for all University-employed SOM faculty members that are equitable and that reflect merit, effort, productivity and academic rank. This memorandum outlines the steps that will be taken when a faculty member requests a review of their individual salary. Procedures for annual salary setting, merit adjustments, incentives and honoraria are considered in separate University, School of Medicine and CU Medicine policies.

Campus Policy 1005 provides that “faculty salaries are considered compensation for the labors and efforts of faculty members in the areas of teaching, research, scholarly or creative work, clinical [work], and leadership and service. Salary is established by a letter of offer or by the annual salary setting process.” At the SOM, faculty salary setting is governed by the Base, Supplemental and Incentive (BSI) policy approved by the Board of Regents in 1995.

Campus Policy 1005 further states, “Every unit of the University of Colorado Anschutz Medical Campus shall have a process whereby faculty members may seek a review of their individual salaries.” Policy 1005 provides the following additional guidelines:

- Salary decisions are based primarily on annual merit evaluations, but considerations of market and equity may also be considered.
- Faculty members may seek a reconsideration of their own annual salary allocation but may not challenge the salary awarded to another faculty member.
- In cases where the faculty member’s concern is the annual merit evaluation, existing primary unit and school processes for reconsideration of the evaluation shall be used. In cases where the faculty member’s concern is primarily a market or equity issue, the procedures outlined below shall be used.
- It is a cardinal principle of the university that “merit shall be the prevailing factor in all recommended salary increases” (Regents Policy 11B.1.b.[1])

Appeals Process for the School of Medicine

First Level: Department Review

1. Faculty members who wish a review of their salary must first bring their concerns to their DFA or department chair or division/section head. The faculty member should state the specific nature of the concern, provide relevant background information and, if applicable, request a specific remedy. The unit head or department chair should respond to the faculty member within 30 days. The Director of Finance and Administration (DFA) and the departmental Human Resource Business Partner may assist in this process.
2. When meeting with the faculty member, and in order to encourage a fair and open discussion, the department chair or division/section head will provide as much information as possible, including: a) the basis for determining the faculty member’s salary (for example, annual performance reviews, effort,

assigned responsibilities, and expectations met and unmet); b) de-identified data regarding salaries in the unit if relevant and appropriate; c) relevant and publicly-available salary benchmarks from the AAMC or other specialty-specific organizations; and d) other information that can help further the consideration without compromising confidential information.

3. Note: If the faculty member's salary concern is based on a recent annual performance rating, the SOM's "Appeals Process: Appeals of Faculty Performance Ratings" (March 1, 2022) should be followed first. The link to the document is available here: [Faculty Performance Ratings Appeals Process](#).
4. Note: If the faculty member is requesting a salary review based on market concerns, a labor planning process is used to address market adjustments. This process is conducted twice a year (January and July), and includes departmental review of faculty salaries and recommendations for salary increases which are made after review and consideration of benchmark data provided to the departments, as well as other factors. The Dean of the School of Medicine, the Chancellor and the Regents then review salary recommendations for approval. Contact your specific department leadership for process information.
5. Note: Faculty members or units requesting salary equity reviews should follow the steps detailed in the [Guidance for Personnel Actions](#) document on the SOM intranet site, under the "Equity Reviews" heading.

Second Level: Dean's Office Review

6. If the concern cannot be resolved at department level, the faculty member should prepare a written letter with the information obtained from the department review (steps 1 through 5, above) and include an explanation of why the concern was not satisfactorily resolved. The faculty member should submit this explanation to the Office of the Dean [[Faculty Salary Grievance Request Form](#)] within 30 days after meeting with chair.
7. The Dean or the Dean's designee(s) will conduct a second level review and respond in writing to the faculty member and to the department chair within 30 days.
8. Once the Dean, or the Dean's designee(s), have reviewed the written statements of the faculty member and the chair, the Dean may: a) Ask that the faculty member and department chair to meet again to reconsider their positions regarding the faculty member's individual salary; b) decide in favor of the faculty member or the department chair; or c) decide to conduct a broader review of salaries and equity across the department or division/section.
9. The decision of the Dean is final.

There will be no tolerance of retribution or retaliation for asking for a departmental or Dean's Office review of salary.

Salary Grievance Process Workflow
(see policy for full descriptions of steps)

