

**TITLE:** Criteria and Procedures for Faculty Salary Increases

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**APPROVAL DATE:** April 14, 2023

**EFFECTIVE DATE:** April 14, 2023

**PURPOSE:** To establish criteria and procedures for faculty salary increases.

**SEE ALSO:**

**REVIEWER AND REVIEW DATE:** Provost, Academic Council and Faculty Senate  
Spring 2029 and every 3 years thereafter

**OPERATING DETAILS:**

1. It is critical that Mississippi University for Women develop and implement a “total compensation” approach that is fair, equitable, competitive with other employers, and rewards performance. Mississippi University for Women prioritizes investment in faculty and retention and seeks to provide annual salary increases for faculty when financial conditions permit. The components include promotion, internal equity, market competitiveness, performance, and cost-of-living adjustments to the degree permitted by Board of Trustees of State Institutions of Higher Learning (IHL) policies and guidelines. \*
2. There are several reasons for awarding a targeted salary adjustment.
  - a. Broad-based increase: Cost-of-living adjustments may be made when considerations of time since last salary increase, amount of last salary increase, inflation rate(s), and local economic conditions indicate a need for a broad-based equity increase.
  - b. Promotion Adjustment: Promotion adjustments will be based on the criteria for promotion and tenure, as stated in PS 1303 and 1304. Each faculty member who is promoted in rank will receive a salary increase at the time the promotion becomes effective.
  - c. Internal Equity Adjustment: Internal equity adjustments may be made when analysis of salaries indicates that the salary of one or more faculty members within a department at MUW is below the range of similarly situated faculty members identified through compensation analyses of comparable training, expertise, and responsibilities. Salary compression and inversion should also be considered. When inequities are identified, the CAO, in conjunction with the dean/director and department chair, will formalize a plan in writing for addressing the inequity.
  - d. Market Adjustment: Market Adjustment: Market adjustments may be made

when analysis of salaries indicates that the salary of one or more faculty members at MUW is below the market range for similarly situated faculty members at other institutions and a market adjustment is necessary for recruitment and retention of highly qualified faculty. In determining market value, consideration should be given to compensation for equivalent professional skills in master's level institutions, to compensation within the same or similar disciplines within the MUW faculty, and to compensation for equivalent professional skills in the private sector.

- e. Merit Adjustment: Merit increases may be made when a faculty is rewarded for sustained work performance and should be based on the annual faculty evaluations since the last merit raise opportunity.
3. Below are the procedures for awarding salary increases.
- a. As part of the annual budgeting process, when the President, in consultation with the Chief Financial Officer, determines that sufficient funds are available for salary increases, the President will also determine the total dollar amount to be designated for broad-based increases and additional faculty salary increases, if available.
  - b. The recommendation for promotion adjustments will be submitted by the CAO in writing to the President.
  - c. When funds are designated for salary increases, each dean/director will have responsibility for recommending the dollar amount of merit increase for each faculty member in the unit, in consultation with the department chair.
  - d. Internal equity or market increases for individual faculty members may be recommended in writing by a department chair, dean, director or the chief academic officer. Specific justifications, with reference to comparative data, must be provided to support the recommendations. Salary studies shall be conducted every two years by the Faculty Senate using a procedural manual developed in collaboration with Academic Council. Comparison data can include SREB, CUPA-HR, and AAUP salary data. When these studies indicate a major discrepancy, the dean/director and department chair will formalize a plan for addressing the inconsistency, based partly on the salary studies conducted by the Faculty Senate. The plan will be subject to CAO approval.
  - e. The recommendations for salary increase submitted by each dean/director will be reviewed by the chief academic officer, who will make a recommendation in writing to the President. The chief academic officer will discuss with the appropriate dean/director any divergence between the CAO's proposed recommendations and the recommendations dean/director and will seek to reach agreement with the dean/director before making recommendations to the President. If agreement is not reached, the chief academic officer will document reasons why the dean/director's salary increase recommendations were not accepted at their level. A copy of this documentation will be forwarded to faculty through their dean/director.

- f. After due consideration of recommendations from the deans/directors and the chief academic officer, the President will decide the amount of salary increase for each faculty member and will communicate the amount to the faculty member.
4. Increases in salary allocations to unfilled faculty positions shall be documented and justified by the department chair.
5. Administration will provide annual report on salary increases (including descriptive statistics), and a breakdown of what different kinds of raises were awarded (equity, merit, promotional, etc.) to faculty.

\*The policy allows the administration to determine areas of emphasis, i.e., merit, internal equity, market, and compression.