



**SIMON FRASER UNIVERSITY
Policies and Procedures**

Date
February 1, 2005

Number
A 20.01

Revision Date

Revision No.

Faculty Salaries

Policy

The University believes that faculty salaries should be competitive with those of similar institutions and that the salary structure should be able to operate independently of changing costs of living but be capable of adjustment as a whole to such changing costs.

Faculty salary policy at Simon Fraser University will be consistent with the following principles:

1. Initial salary will be determined by placement at the rank and step commensurate with academic achievement and previous experience. Market conditions will not be used as a rationale for offering a faculty member a salary lower than normal. In those rare cases where market conditions require an initial salary higher than that of the appropriate rank and step, a market differential will be added to the salary. The market differential is subject to change in accordance with the market conditions.
2. Salaries will reflect career advancement. Promotion to a new rank will include salary advancement.
3. **Salaries within a specified range**
 - 3.1 Salaries will be within a specified range at each rank. Floors and ceilings will bear a specified relationship to the faculty salary base. This is an established reference point subject to negotiation rather than the actual salary of any faculty member.
 - 3.2 There is a break-point in the salary scale of each rank except laboratory instructors and instructors. Below the break-point the steps are of greater value than above the break-point.
4. The salary structure will favour the progress of junior faculty members. Career advancement steps will be a proportion of the faculty salary base and will therefore be a greater percentage of the salary of a junior faculty member than of a senior faculty member.
5. Salary policy will recognize different rates of career advancement.
6. For each rank except Instructor there will be a career advancement ceiling. Movement beyond this ceiling will be solely on a merit basis, i.e. a salary review award of 1.5 or 2 steps.
7. Provision will be made for recommending appropriate salary placement in terms of step within rank in cases where evaluation of career performance results in the conclusion that the individual's current salary is anomalous, either high or low.
8. Reviews for salary advancement will involve consideration at both the Department and Faculty levels.
 - 8.1 The first recommendation will be made by the Department Chair with the advice of members of the Tenure and Promotion Committee. When a faculty member currently serving as Department Chair is reviewed, the first recommendation shall be made by the other members of the Tenure and Promotion Committee.
 - 8.2 The second recommendation shall be made by the Dean of the Faculty.
 - 8.3 Provision will be made for faculty members to appeal these recommendations.

9. Recognition of outstanding academic achievement

9.1 The President may recognize outstanding academic achievement in teaching, research or service to the University and the larger community by providing additional rewards outside the salary structure.

9.2 After considering the recommendations of the Chair, Dean and the Vice-President, Academic, and the University Appointments Committee, the President may establish a higher salary for new or continuing faculty members than otherwise appropriate within this policy. Such a salary would be provided to those whose record in teaching or research is considered so exceptional as to require special effort to attract or retain them. Each case shall be considered in the light of the need of the University to retain and attract excellent teachers and scholars and with due consideration that the integrity of the salary scale be maintained. If the University Appointments Committee cannot be convened because of time constraints, the President may proceed without the recommendation of the Committee, but the Committee shall receive a report from the President on the action taken, the reasons and recommendations upon which that action was based, and the reason why the Committee could not be convened.

- 10.** The criteria to be used in applying this policy are contained in Policy A11.05 for tenure-track faculty, and Policy A12.01 for lecturers, senior lecturers and laboratory instructors.
- 11.** Adjustment to the salary scales will take place through annual negotiation between the Faculty Associations and the University over the Faculty salary base.
- 12.** The total number of steps awarded shall not exceed 1.3 times the number of faculty eligible for career progress or merit increments.

Procedures

1. Application

These are the procedures through which the President will receive salary recommendations for faculty members holding continuing appointment as professors, associate professors, assistant professors, instructors, lecturers, senior lecturers and laboratory instructors.

Responsibility for ensuring that the policy and procedures are applied rests with the office of the Vice-President, Academic.

2. Career Progress Increments and Assessments

2.1 Career progress increments shall be awarded to members of all ranks who are not at the ceiling of that rank.

2.2 Career progress increments take effect on 1 September annually.

2.3 Career progress increases shall be based on assessment of a faculty member's performance of his/her responsibilities and shall result in one of the following assessments for the year of review and the following year.

Career Progress Steps	
Year of Review	2nd Year
0	0
0.5	0.5
1.0	1.0
1.5	1.5
2.0	2.0

3. Merit Increments and Assessments

3.1 Merit increments may be awarded to tenure-track faculty who are at or above the career progress ceiling of their rank.

3.2 Merit increments take effect on 1 September annually.

3.3 Merit increments shall be based on an assessment of a faculty member's performance of his/her responsibilities since the previous performance review. Merit increments are determined by the regular biennial salary review process. An assessment of 1.5 steps will result in a one merit step increase in the year of the assessment and the following year. An assessment of 2 steps will result in 2 merit step increases in the year of the assessment and the following year. An assessment of 0, 0.5 or 1 steps will result in no merit step increases.

4. Frequency of Review for Career Progress and Merit Assessments

4.1 Initial Review

4.1.1 A faculty member whose appointment (new or promotion) starts on 1 September shall be subject to review starting in the January, sixteen months after the start of the appointment. Faculty members commencing appointments on a date other than 1 September shall be deemed to have started on the nearest 1 September.

4.1.2 If a newly appointed faculty member has held appointment for six months or more, he/she shall receive one career progress increment without review on the September 1st following his/her appointment. If a newly appointed faculty member has held appointment for less than six months, he/she will not receive a career progress increment that year, but will receive a career progress increment without review the following year.

4.2 Regular Review

Each faculty member shall be reviewed biennially.

4.3 Single Review Cohorts

Departments in which there are fewer than 15 faculty members may vote to amalgamate them into a single review cohort. This amalgamation must be approved by the Dean and Vice President, Academic. Appropriate transitional arrangements will be made by the office of the Vice President, Academic.

4.4 Realignment of Review Cohorts

A department which has a review cohort of five or fewer faculty members may vote to realign the two review cohorts so that the numbers are more evenly distributed. This realignment must be approved by the Dean and Vice President, Academic. Appropriate transitional arrangements will be made by the office of the Vice President, Academic.

4.5 Promotion

At the time of promotion, a faculty member's entire career performance is reviewed and placement is made on the salary scale on the basis of that review. Promotion adjustments usually take effect on 1 September. The recommendation for placement on promotion shall include a recommendation for career progress increment(s) in the year following promotion.

4.6 Salary Anomalies

Consideration of salary anomalies may occur at any time, but faculty members are not permitted to apply more than once in any five-year period. Salary anomaly considerations may be initiated by a faculty member, or the Department Chair or the Dean. If a Dean initiates an anomaly consideration, the Department Chair shall consult with the Tenure and Promotion Committee and shall make a recommendation to the Dean.

5. Documentation to be Submitted by Faculty Members

5.1 By January 15th, faculty members shall complete and provide the Department Chair with two copies of a curriculum vitae update for the previous year. One copy shall be forwarded to the Dean. [Annual Update Form \(word format\)](#)

5.2 In the year of review, faculty members shall ensure that their Department Chair has a record of their career activities with an annual report for each year subsequent to the previous review.

6. Departmental Recommendations

6.1 The Department Chair, with the advice of the Tenure and Promotion Committee, and such other advice as he/she deems appropriate, shall do the following:

a. Regarding Promotion

Recommend a specific step progression on the salary scale for each faculty member considered for promotion. This recommendation should specify the step placement for the year of promotion and the following year.

b. Regarding Salary Review

Prepare an assessment of the performance of each faculty member due for review as specified in Section 4 above. Evaluation shall be based on the individual faculty member's performance in carrying out his/her responsibilities¹. Evaluation of performance shall result in one of the outcomes listed in 2.3 and 3.3 above.

c. Regarding Anomalies

Consider whether a faculty member's salary is anomalous. The consideration may result in a conclusion that the individual's current salary is either too high or too low. Where a salary is found to be anomalous, the appropriate salary step placement shall be recommended.

6.2 Recommendation to the Dean

The Chair shall forward all assessments to the Dean by March 1st.

Each assessment shall include a statement of the reasons for the assessment, including an analysis of the faculty member's performance with respect to each of the criteria for assessment and, where appropriate, suggestions for improving performance. Each assessment shall be accompanied by the documentation upon which it is based.

6.3 Information to the Faculty Member

The Department Chair shall provide the faculty member with:

- a. a copy of the assessment described in 6.2 above, except that anything that would identify a person providing a confidential assessment about the faculty member shall be deleted;
- b. the information that in the event the faculty member disagrees with the assessment, he/she has fourteen days from the date of transmittal in which to inform the Dean of his/her disagreement and the reasons for it; and
- c. the information that the final decision may not be the same as the assessment made by the Department Chair.

6.4 Review of Department Chairs

When a Department Chair is being reviewed, the departmental portion of the review shall be carried out by the other members of the Tenure and Promotion Committee. The Committee shall select an interim Chair who shall forward the Committee's recommendation to the Dean.

7. Faculty Review of Departmental Recommendations

7.1 The Dean of the Faculty shall be responsible for maintaining consistent standards within the Faculty. To that end, and seeking such advice as he/she deems appropriate, he/she shall review all documentation in making his/her recommendations.

7.2.1 The Dean may consider making a recommendation that would result in a more or less favourable assessment than that made by the Department Chair.

7.2.2 In the event that the Dean considers making a less favourable assessment, he/she shall summarize the reasons for considering such an assessment, shall send them to the faculty member advising him/her that he/she has fourteen days in which to comment and/or provide additional materials with respect to the assessment.

7.2.3 In the event the Dean considers making a more favourable assessment, he/she shall summarize the reasons for considering such an assessment and send them to the Department Chair. The Department Chair may provide comments on the Dean's assessment.

7.3 By May 1 in each year, the Dean shall forward his/her recommendations to the office of the Vice-President, Academic for transmittal to the President. At the same time as the Dean forwards a recommendation, he/she shall send a copy of his/her recommendation to the faculty member concerned and to the Department Chair. Anything that would identify a person providing a confidential assessment about the faculty member shall be deleted from the copy sent to the faculty member. When the Dean recommends a less favourable assessment than the Department Chair, he/she shall provide reasons for his/her recommendation.

7.4 If the Dean's recommendation is lower than the recommendation made by the Department Chair, or if both the Dean and the Department Chair recommend no career progress increment, the Dean shall advise the faculty member that he/she has two weeks from the date of transmittal of the Dean's recommendation in which to file an appeal with the University Salary Appeal Committee. This shall be done by submitting a written request for review of the case to the Vice-President, Academic and providing any supplementary material to be considered by the committee.

8. University Review of Recommendations

8.1 University Salary Appeal Committee

8.1.1 The University Salary Appeal Committee shall be composed of six members of the Faculty College, and the Vice-President, Academic, who shall chair the Committee. The quorum shall be five members, except where a case of a salary anomaly under 8.2.3(c) is being considered when the quorum shall be four members.

8.1.2 The University Salary Appeal Committee shall review cases where:

- a. the Dean's recommendation differs from the Department Chair's recommendation and the faculty member or the Department Chair appeals the case to the Committee.
- b. the Department Chair and Dean have both recommended that the faculty member receive no career progress increment and the faculty member appeals the case to the Committee.
- c. a faculty member who has asked to have his/her salary adjusted under Procedures Section 4.6 appeals the recommendation of the Vice-President, Academic. In such cases the Vice-President, Academic will not act as a member of the Committee and the Committee shall elect an Acting Chair.

8.1.3 In its review of a particular salary case, the University Salary Appeal Committee shall provide an opportunity for the Dean, the Chair, and the faculty member to meet with it.

8.1.4 Recommendations of the University Salary Appeal Committee shall be forwarded to the President by May 31st.

8.2 The Vice-President, Academic shall review and make recommendations to the President concerning:

- a. cases involving the adjustment of anomalous salaries;
- b. cases involving disputes about promotion placements;
- c. cases involving rewards outside the salary structure as provided in Policy Section 10.1;
- d. in unusual circumstances, the entire pattern of assessments by a Department Chair or Dean.

8.3 No later than June 15th, the President shall receive all salary recommendations. When the President has accepted a salary recommendation, he/she shall inform the faculty member of the final assessment and the resulting salary adjustment.

9. Market Differentials

9.1 A Market Differential Review Committee, appointed by and advisory to the Vice-President, Academic, shall be charged with assessing specific existing and proposed market differentials applicable to hiring in the various disciplines and subdisciplines of the University. The Committee shall be composed of two members appointed from among the deans and chairs and two members appointed from the Faculty. The Vice-President, Academic shall appoint the four members after consultation with SFUFA. Normally, appointments shall be made for two year terms. The terms of the initial appointees shall be staggered to provide continuity.

Before the Faculty Renewal Report is submitted to the Board of Governors each year, the Committee shall conduct a review of relevant market conditions and shall make recommendations to the Vice-President, Academic if, in the light of its findings, the committee believes that changes in existing market differentials used in hiring are warranted.

9.2 A market differential will be expressed in terms of dollars and is subject to the across-the-board salary scale increases except as noted below. A faculty member who has a salary with a market differential will receive career progress increments as appropriate to the salary without the market differential.

9.3 The "fixed dollar" market differentials of current members of the Faculty shall become subject to the across-the-board salary scale increases which apply to regular salaries, but only in those disciplines and subdisciplines which, according to the Committee's findings continue to require market differentials for new appointments.

9.4 Any post-appointment market differential adjustments not covered by section 10.3 shall be made by the President after considering the guidelines approved by the Market Differential Review Committee and the recommendations of the Chair, Dean, and Vice-President, Academic.

9.5 The market differential of an associate professor shall be incorporated into the regular salary upon promotion to full professor and the market differential of a lecturer shall be incorporated into the regular salary upon promotion to senior lecturer. In cases where the incorporated salary exceeds the ceiling² of the scale for the new rank, the amount in excess of the ceiling will be ineligible for across-the-board increases.

Interpretation

Section 14.1 of the Faculty Association Framework Agreement deals with matters of interpretation of this Policy.

Endnotes:

The terms of A 30.03 provide the following:

A.9. (d) A faculty member whose contributions in research and scholarship over two career progress cycles have been judged by the DTC/FTC to be insufficient to justify a normal teaching load may be required by the Chair to undertake additional teaching or other duties.

B.4 Tenured faculty who in the judgment of their DTC over two consecutive career progress cycles have contributed effectively neither as scholars nor as teachers according to the norms of the discipline will be required to undertake a program of remedial action. Any such program will be developed through consultation among the Dean, the Chair, the DTC and the faculty member. The faculty member may request that an adverse judgment and or the proposed remedial program may be appealed to the University Tenure Committee.

B.5 If, as a consequence of any cyclical review, a faculty member's career progress might lead to the invocation of A.9.(d) or B.4 after the next cycle, then the responsible DTC/administrator will expeditiously notify the faculty member in writing.

² For promotion to the rank of Full Professor, the ceiling will be the career progress ceiling.

Previous Policies:		
Subject	Effective date	Expiry date
Faculty Salaries	October 1, 1992	March 22, 2000
Faculty Salaries	March 23, 2000	February 1, 2005