



THE UNIVERSITY OF NORTH CAROLINA
AT
CHAPEL HILL

Office of the Dean
College of Arts And Sciences

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MEMORANDUM

TO: Chairs, Departments and Curricula
College of Arts and Sciences

FROM: Stephen S. Birdsall
Dean

DATE: September 1, 1994

SUBJECT: Faculty Salary Increase Policies

Following a request by a group of College faculty, I appointed an ad hoc committee last year to consider faculty salary increase policies in College of Arts and Sciences departments and curricula. This committee submitted its report to me in January, 1994.

Following consultations with the Chairs' Advisory Committee about the issues brought into focus by the report, I am now asking each department and curriculum Chair who is called upon to make faculty salary increase recommendations to submit to me your unit's faculty salary increase policy, if one has been established. If your unit does not have a formal faculty salary increase policy, I ask you to prepare such a policy in consultation with your faculty advisory committee (in the case of most departments, this will be the full professors, the full and associate professors, or all tenured faculty). Your unit's policy may be entirely new or it may be an enunciation of long-established practice.

The following principles and issues to address are provided for guidance in the preparation of your unit's faculty salary increase policy.

Principles:

1. It is the department or curriculum chair's responsibility to make salary increase recommendations, as guided by regulations and instructions from the dean. Traditionally, chairs have been asked to consider the following factors when making merit recommendations: promotion from one rank to another; distinguished scholarly achievement; distinguished teaching; exceptional departmental or University service; competitive market considerations; equity adjustments; and the importance of individuals to your unit's overall efforts.
2. Chairs, while holding sole responsibility for making salary increase recommendations to the dean, should formulate those recommendations by means understood by all faculty within the department or curriculum.
3. Policies should promote the recognition of individual faculty merit.

4. Policies should promote overall qualitative improvements in the unit in the areas of teaching, scholarship or creative activity, and professional service.
5. Policies should provide general guidance to the chair but should not be overly restrictive so that his or her judgment is unduly constrained.
6. Policies should be reviewed periodically in the unit at some specified interval

Each department or curriculum will have its own policy on merit increases, although all will be reviewed by me. These may range from a short statement indicating full delegation to the chair, such as "It is the chair's responsibility to recommend faculty merit increases," to a more elaborate policy statement. Some units may decide that the merit evaluation process is sufficiently complex that no objective weighting is possible. In those cases, a short, clear statement provides the chair with wide latitude in formulating his or her judgments about merit increases, with restrictions on this latitude based more or less on departmental norms. Other units will prefer that their chair be guided by a series of additional principles and weightings. More elaborate policy statements will provide some limits on the chair's ability to apply his or her judgment.