

POLICY ON MARKET-BASED SALARY INCREASES

The President or the President's designee¹ (the Provost and Vice President for Academic Affairs (hereinafter Provost)) may grant a salary increase to a probationary or tenured faculty member to address market considerations.² Such increases shall not be bound by the eight (8) service salary increases that a faculty member is eligible for upon appointment or promotion.

A Market-Based Salary Increase shall be in the form of a permanent increase in the base salary of the recipient.

I. ELIGIBILITY

All probationary and tenured faculty members are eligible to apply for and receive a Market-Based Salary Increase under the terms of this policy.

II. PROCEDURES

A) Applications

1. Applications for a Market-Based Salary Increase must be submitted by the individual applicant to the Department Chair and the Provost on the form provided by the University for this purpose.
2. Applications for Market-Based Salary Increases shall normally be accompanied by documentation supporting the market-based salary lag or a bona fide offer of employment from another college or University.
3. The President or President's designee (Provost) will issue, as part of the Faculty Affairs Calendar, the deadline dates for each step in the market-based salary increase application process.
4. A Market-Based Salary Increase application based on a bona fide offer of employment from another college or University can be submitted at any time.

B) General Guidelines

The following are the general procedures that apply to this process.

1. The Chair of the Department Review Committee and the Chair of the Department are responsible for ensuring that these procedures are followed.
2. All deliberations related to recommendations regarding Market-Based Salary Increases shall be conducted in executive session and remain confidential.
Violations of confidentiality shall be considered unprofessional conduct

² In general, increases in the base pay of faculty employees may only occur when a faculty member receives a Market-Based Salary Increase, is promoted and receives a salary increase, or during those fiscal years in which the California Faculty Association and the California State University specifically agree to provide increases in one or more of the following categories: (a) Across the board general salary increases; (b) Service Salary Increases; (c) Post-Promotion Increases, or (d) Equity Increases. Information about the terms on which such increases may be granted is contained in Article 31 of the Collective Bargaining Agreement.

and grounds for disciplinary action.

3. An individual may withdraw an application for a Market-Based Salary Increase at any time during the process.

C) Review Procedures

1. Each Department shall elect a review committee of at least three (3) tenured faculty members to make recommendations on applications for Market-Based Salary Increases. In the alternative, the tenured members of the Department may function as a committee of the whole. The Department Chair may not be a member of this review committee or participate in its deliberations. The recommendation of the Department Review Committee is the recommendation of the Department.
2. An applicant for a Market-Based Salary Increase shall not be eligible to participate as a member of the Department Review Committee when it is reviewing their own application.
3. The Department Review Committee shall forward to the Department Chair a written recommendation (either positive or negative) along with the Department's written assessment of the applicant and all supporting documentation. A positive recommendation shall include a recommendation on the amount the Department feels should be awarded. If there is more than one applicant, there shall be no ranking of applications.
4. If the Department Review Committee does not assess an application and make a recommendation within a reasonable time or, if a deadline has been established, by the established deadline, the application shall be considered by the Department Chair.
5. The Department Chair shall separately review the application and the accompanying recommendation and documentation. The Department Chair shall forward an independent written assessment and recommendation, either positive or negative, on the applicant. The Department Chair shall forward the recommendation of the Department Review Committee and the Chair's recommendation with all supporting documentation to the President or President's designee (Provost). A positive recommendation shall include a recommendation on the amount the Department Chair feels should be awarded. If there is more than one applicant, there shall be no ranking of applications. In the case when the Department Chair submits an application, they should not perform an independent assessment and recommendation, they should forward the Department Review Committee's recommendation directly to the President or President's designee (Provost).
6. If a Department Chair does not assess an application and does not make an independent recommendation within a reasonable time or, if a deadline has been established, by the established deadline, the application shall be considered by the President or President's designee (Provost) without the Chair's recommendation.
7. At the time the Department Chair forwards the recommendations to the President or President's designee (Provost), the Department Chair shall also forward complete copies of all recommendations to the applicant. In the event that the

Department Chair did not assess an application or make an independent recommendation (see #6 above), the applicant will be provided complete copies of all recommendations by the President or President's designee (Provost).

8. If the applicant has received a negative recommendation from either the Department Review Committee or the Department Chair, the applicant may submit a written rebuttal, not to exceed five (5) pages, to the President or President's designee (Provost) no later than seven (7) calendar days after receiving a copy of the recommendations.
9. The President or President's designee (Provost) shall review the application and all the assessments, recommendations, and written rebuttals, if any, and make a final determination regarding the award of a Market-Based Salary Increase. The President or President's designee may consult with the School or College Dean but is not required to do so.
10. The President or President's designee (Provost) shall notify the applicant, in writing, of the final determination to award or deny a Market-Based Salary Increase. If the applicant is successful, the President's or President's designee's notification shall include the amount of the award.
11. The decision to grant or deny a Market-Based Salary Increase shall not be considered during deliberations regarding the granting of reappointment, promotion, or tenure.
12. The decision to grant a Market-Based Salary Increase and the amount of the increase shall not be subject to grievance procedure.

Approved by the Academic Senate	March 1996
Approved by the President	April 1996
Rev. Approved by the Academic Senate	November 7, 2008
Approved by the President	December 2, 2008