



To: The Faculty Salary Procedures Working Group
From: Tiffany Beechy, chair of the Boulder Faculty Assembly and professor of English
Russell L. Moore, provost and executive vice chancellor for academic affairs
Subject: Your charge
Date: September 6, 2022

Following CU Boulder's recent [Equal Pay for Equal Work Act \(EPEWA\)](#) compliance audit, it became apparent to us that the university is in need of a focused discussion to identify campus, college, and unit-level procedures and practices that contribute to faculty pay inequity, to recommended actions to improve faculty merit evaluation and pay equity procedures; to assure fairer practices going forward; and to strengthen transparency around merit evaluation and salary distribution procedures. To achieve this discussion and recommended set of actions, we are committed to a faculty-led partnership between the Office of the Provost and the Boulder Faculty Assembly whose foundational work will make it possible for units to carry out the recommendation of Academic Futures to "regularly perform salary reviews . . . at the college or department level to assess salary inequities that could impact all faculty."

We now charge you, the members of the Faculty Salary Procedures Working Group, with undertaking that discussion. The working group is expected to conduct an inventory of existing unit-level faculty merit evaluation and salary procedures, research successful models, and issue recommendations to us regarding best practices that may be implemented both in units across campus that annually evaluate faculty merit and at all levels of the campus that allocate salary increments.

We specifically ask that the working group attend to the following goals shared by the provost and faculty governance:

- Identify campus-wide frameworks and principles (not rules) that academic units should try to adhere to in their annual merit and salary distribution procedures; identify current obstacles to effective unit-level actions to advance salary equity objectives and rectify existing inequities; and recommend strategies and resources for units to overcome these obstacles.
- Identify recommended accountability methods for academic units and for the university as a whole to assure that these frameworks and principles are considered going forward. The goal is for the campus academic community to begin a living reassessment and ongoing scrutiny of practices not just within academic units, but also at the college, school, and institutional levels.

- Balance the needs of the university, including the faculty, for consistently equitable practices with the practice of shared governance and the University of Colorado Regent policy that each academic unit has the responsibility for its own faculty performance evaluation processes.
- Bring greater transparency to the documentation of existing faculty merit practices, revealing existing practices that drive pay inequities and surfacing relevant written policies, procedures, and practices so that the university community can gain a shared perspective on them. Collective access to campus-wide policies, procedures, and practices can inform meaningful discussions within academic units about equity and can inspire the university community toward greater knowledge about, and engagement with, issues of fair evaluation and compensation.

We wish to receive your recommendations no later than January 17, 2023. The working group has agency to determine what form(s) its outputs will take and is free to suggest further areas of investigation that are beyond its own scope and time frame. That said, along with your recommendations we would like to receive your broad assessment of annual merit and salary allocation practices within CU Boulder academic units and campus-wide, as well as an aggregation of those practices for the campus community to study.

As you embark upon your work, we direct you specifically to engage previous information and recommendations generated by the campus, as well as the university's ongoing commitments and expressions of values. In particular, you should engage the relevant discussions within the 2018 [Academic Futures Report](#) and the 2019 [IDEA Plan](#).

We have invited Daria Kotys-Schwartz, teaching professor of mechanical engineering, and Steven Vanderheiden, professor of political science, to co-chair the committee. The co-chairs will direct the working group's agenda and work plan and will work closely with the campus administrators and the professional staff member who will assist the working group with its tasks. Katherine Eggert, senior vice provost for academic planning and assessment; Michele Moses, vice provost for faculty affairs; and Ann Schmiesing, vice chancellor & executive vice provost for academic resource management will serve as co-conveners and will, at the working group's request and as relevant, liaise with our offices and with other offices on campus; identify campus subject matter experts; assist with policy guidance and examples from the campus, college, school, and department levels; and refer to and clarify Board of Regents law and policy. Andre Grothe, assistant vice provost for academic planning and assessment, will provide you with the information, resources, and background materials necessary to understand the issues you will address; will organize meetings and work sessions; and will assist the working group and its co-chairs with any research, writing, and editing needs. The Executive Committee of the BFA and the BFA Faculty Affairs Committee likewise stand ready to consult and advise you in your work, and will receive regular updates from the BFA's two delegates who serve on the working group, Steven Vanderheiden and David Hekman.

We thank you for your service to the university in this important endeavor, and we look forward to receiving your recommendations.