

Guidelines for Starting Salary Recommendations
(to be read in conjunction with Article 18.2.6 of the USFA Collective Agreement)

The responsibility of recommending the appropriate rank and starting salary for new employees is in the hands of the Search Committee. The procedures to be followed in setting starting salaries are contained in Article 18.2.6 of the Collective Agreement. Normally a new employee shall have a starting salary at the floor of the appropriate rank; however, the Search Committee may, based on credible evidence, recommend a salary above the floor of the rank.

JCMA has approved the following for guidelines, criteria and evidentiary requirements to be used by Search Committees, Deans and the President's Review Committee in determining starting salaries.

When a salary above the floor is recommended, the Chair of the Search Committee shall complete the appropriate sections of Form B-1 to explain why the recommended salary is appropriate. This explanation is intended to provide insight into the rationale for a salary recommendation and information that was considered by the Search Committee in its deliberations leading to the salary recommendation. It will include a description of the evidence on which the salary recommendation is based. Supporting documentation used by the Search Committee in its deliberations must be attached. The explanation will, to the extent possible, answer the following questions. Responses to the questions should be in the context of the unit's needs and standards for renewal of probation, tenure, promotion and salary review. When a salary range is used as evidence to support a salary recommendation above the floor of the rank, it is important to provide an explanation as to how the recommended salary was decided upon.

1. What evidence is found by an examination of the materials referred to in Article 13.5.1.5 to support a salary recommendation above the floor?
 - a. Academic Credentials and Experience
 - i. What is the relevance of the candidate's academic credentials to the salary recommendation?
 - ii. How does the candidate's prior academic or related experience support the salary recommendation?
 - b. Research, Scholarly and Artistic Work and/or Practice of Professional Skills
 - i. What is the significance of the candidate's research, scholarly and artistic work and/or practice of professional skills?
 - ii. How does the research, scholarly and artistic work and/or practice of professional skills performed by the candidate support the salary recommendation?
 - c. Teaching Experience
 - i. What is the significance of the candidate's teaching experience?
 - ii. How does the teaching experience support the salary recommendation?
 - d. Letters of recommendation
 - i. What information in the letters of recommendation supports a salary recommendation above the floor of the rank?

2. How does the salary recommendation compare with salaries of current unit members with similar credentials and experience?
3. **Competitive salary conditions**
 - a. What competitive conditions exist so that it is not possible to hire the candidate at the floor of the rank?
 - b. Provide an assessment of economic and other circumstances that supports a salary recommendation above the floor of the rank.
 - c. What conditions exist to illustrate a competitive salary environment for candidates in this academic unit/discipline?
 - d. What comparisons can be shown to support the need for the recommended salary? If competitive salary conditions form the primary reason for the salary recommendation, then a comparison of the experience/productivity of the candidate being recruited should be made with other individuals for whom salary data is provided.
 - e. What is the relevance of the comparators used to support the salary recommendation?
4. **Other factors**
 - a. What other conditions exist so that it is not possible to hire the candidate at the floor of the rank?
 - b. What comparisons, or other information, can be provided to support the need for the recommended salary in the context of these other conditions?
 - c. What is the relevance of the comparators used to support the salary recommendation?
5. **When special increases are awarded at the time of hire credible evidence and reasons must be provided to support the recommendation of the award of merit.**
 - a. What meritorious achievement at other academic institutions does the candidate have to support a recommendation for special increases?
 - b. What makes that achievement meritorious in the U of S context?
 - c. How do the candidate's meritorious achievements justify the award of a special increase as compared to college faculty who have been awarded special increases?