

	<b>Title: College of Nursing Faculty Compensation Plan</b>	Review Frequency: Two Years	<b>Effective Date:</b> 6/17/2013
	<b>Document Category / Document Type:</b> Policy and Procedure	Doc Control #	#CON-301
		Revision #	1

1. Purpose/Objectives.

1.1. As an academic institution for nursing professionals, the UNM College of Nursing (CON) has faculty at different ranks in several different tracks. The compensation of faculty varies widely. It is of great benefit to the future success of the CON to have a rational faculty salary plan that rewards productivity. Shared governance underlies the development of and revisions to the plan. An important requirement of the process of plan development is that it should give faculty members the opportunity to have a major voice in the determination of compensation structures in the CON and their respective Teams. Yearly reports of issues identified during the implementation phase of this new plan will be developed. These guiding principles will be re-evaluated in 2016.

2. Scope.

2.1. This policy applies to CON faculty within all different ranks and different tracks.

3. Content.

**3.1. Principles Underlying the Compensation Plan**

- 3.1.1. There is no distinction between what is good for the faculty and what is good for the CON. To be of benefit to the CON, the faculty compensation plan (FCP) must serve the long-term best interests of the faculty.
- 3.1.2. The compensation plan establishes an explicit link between compensation and the annual setting of goals and expectations. This link is the most important goal of the compensation plan.
- 3.1.3. The compensation plan incentivizes faculty who make productive contributions to the missions of the Teams, CON, Health Sciences Center (HSC), and University of New Mexico (UNM), and rewards faculty for productivity in the areas of our missions: education, research/scholarship, creative works, service, and nursing practice.
- 3.1.4. The CON plan defines the principles and operational boundaries within which Teams should be able to develop and administer plans that enable them to meet University, Health Sciences Center, College, and Team goals.
- 3.1.5. Faculty performance must be satisfactory in all areas to be eligible for the Supplement or Incentive.
- 3.1.6. Any activities accounted for in workload are not eligible for Performance Supplement or Incentive compensation.
- 3.1.7. Each faculty member is entitled to an appeal process, which is defined in the CON plan.

**3.2. Salary Components**

- 3.2.1. Annual salaries for regular faculty (excluding visiting and temporary part-time faculty) consist of the Base, Supplement, and Incentive. The Base + Supplement together constitute the “contract salary.” The contract salary is determined annually and is guaranteed for the contract year. The Incentive component is distributed according to College policies.

### 3.3. Contract Salary (Base + Supplement)

#### 3.3.1. General Concepts and Definition of the Base Component

- 3.3.1.1. The Base component is guaranteed not to be reduced during a faculty member's appointment at UNM (except by decisions of the Board of Regents to reduce the salaries of all UNM faculty). It may be increased according to the policies of the University and College.
  - 3.3.1.1.1. The salary amount guaranteed for tenure, tenure-track, and clinician educator-track faculty is the Base salary.
  - 3.3.1.1.2. The Base salary increases with promotion or tenure.
  - 3.3.1.1.3. For faculty whose performance met or exceeded expectations in the previous year, the Base component of salary may be adjusted in accord with the average "standard" percentage increase approved for the unit.
  - 3.3.1.1.4. For faculty whose performance fell short of expectations in the previous year, the Base component may remain the same.
  - 3.3.1.1.5. For submission of grant proposals to extramural agencies, faculty members' salaries will be based on contract salary (Base + Supplement).
  - 3.3.1.1.6. Faculty performance in relation to assigned work in the College will be considered in the implementation of the FCP.

#### 3.3.2. General Concepts and Definition of Supplement Component

- 3.3.2.1. The Supplement component is related to performance and may be increased or decreased according to a faculty member's productivity during the previous year. This potential amount of money will be added to the contract and will be paid over 12 months. To receive an increase in Performance Supplement, faculty cannot receive "below expected" in any of the areas of assigned workload and might receive a decrease in the Performance Supplement.

#### 3.3.3. Administrative Supplements

- 3.3.3.1. The Administrative Supplement is considered to be a special case of the Supplement component. The amount of the standard Administrative Supplement is not guaranteed each year and is only applicable for the time the faculty member serves in the relevant administrative capacity. Administrative Supplements will not be included in the calculations of the Base to Supplement (B/S) split (see below). Administrative Supplements will not be included in the previous year's contract salary for the purpose of computing the Base salary under the FCP plan. A faculty member who receives an Administrative Supplement may also receive a Performance Supplement, as described below. Included in the Administrative Supplement category are administrative duties and participation in major college initiatives not counted as workload. Generally, the Administrative Supplement is the same for equivalent administrative titles.

#### 3.3.4. Achieving the Benchmark for Base Salary

- 3.3.4.1. Subsequent to the implementation of the FCP, continuing faculty members (i.e., those under a faculty contract on the date of implementation of the FCP) whose Base salaries are at or above their benchmark at the time of implementation of the FCP will only receive an increase in contract salary to the Performance Supplement component (unless there is an across-the-board mandated Base [contract] increase). This increase in Performance Supplement will be the CON's average standard

percentage increase if the faculty member's performance met expectations in the previous year. For faculty who exceeded expectations in the previous year, the increase in Performance Supplement may be greater than the CON's average standard percentage. For the purposes of this document, the benchmarks are defined as the 50th percentile of the American Association of Colleges of Nursing's salary tables for the Western Region and institutions with an academic health center in the Western Region.

3.3.4.1.1. Faculty whose Base salary is below their benchmark at the time of implementation of the FCP and whose performance meets expectations may receive the average standard percentage increase to the Performance Supplement component and may receive an increase to their Base until their benchmark salary is attained.

3.3.4.1.2. Faculty whose Base salary is below their benchmark at the time of implementation of the FCP and whose performance exceeds expectations may receive an increase in Performance Supplement that is greater than the CON's average standard percentage and will also receive an increase to their Base until their benchmark salary is attained. Thereafter, the average standard percentage will be applied to the Base, with the remainder applied to the Performance Supplement.

### 3.3.5. Performance Supplement Guidelines

3.3.5.1. Faculty performing at the expected level of productivity may or may not have a Supplement component.

3.3.5.2. For faculty whose performance exceeded expectations in the previous year, the Supplement component may increase by a greater percentage than the average "standard" percentage increase in the Base component. The Supplement component can be reduced if productivity is reduced.

3.3.5.3. For each faculty member, the Supplement will be determined for the subsequent fiscal year by the Team Chair, with approval of the Dean, based on annual performance review. Faculty whose performance does not meet expectations will not receive an increase in Performance Supplement and will receive a decrease that may bring their Performance Supplement down to zero.

3.3.5.4. Unless UNM or the HSC mandates a prescribed percentage increase to the Base salary for all faculty, and once all faculty have achieved their benchmark for the Base salary, all increases to salaries will occur in the Performance Supplement as follows:

3.3.5.4.1. To receive an increase to the Performance Supplement, faculty must meet or exceed expectations in all relevant areas.

3.3.5.4.2. If eligible for the Performance Supplement, up to a 20% increase in contract salary (Base+ Supplement), based on the previous year, can be awarded for Outstanding Performance, subject to the availability of funds. Exceptions require written authorization by the Dean.

### 3.3.6. Base/Supplement Split

3.3.6.1. Within 5 years, the overall goal is to achieve a 90/10 B/S split for all faculty performing at expected levels in all relevant areas. Faculty who are not performing at expected levels in all relevant areas throughout the 5 years may not have achieved the 90/10 B/S split.

Once a B/S split of 90/10 is achieved, the contract salary for faculty members performing at the expected level should consist of at most 90% for the Base and at least 10% for the Performance Supplement. Once this split is achieved, for faculty performing at the expected level, both the Base and Performance Supplement should increase annually by the average standard percentage. As a consequence, the B/S split should be maintained.

For faculty whose performance exceeded expectations in the previous year, the Base should increase by the average standard percentage, but the Performance Supplement component may increase by a percentage that is greater than the CON average standard percentage increase. The greater increase in the Performance Supplement component should provide a productivity reward for faculty members. A Performance Supplement component may be greater than 10% of the contract salary.

The contract salaries of faculty hired after implementation of the FCP will contain no more than 90% in the Base component and no less than 10% in the Performance Supplement component. Subsequent adjustments in contract salary will be made as described above. For the first 3 years of implementation, as part of the letter of offer, the Performance Supplement will not be reduced for the first 3 years of employment as long as the faculty member is meeting or exceeding expectations, and the same B/S ratio will be maintained for the same period of time (i.e., if the Base increases, the Performance Supplement will increase to maintain the 90/10 B/S split). This time may be extended if the 90/10 split has not been achieved at the CON.

The amount of the Performance Supplement will be based on:

- the faculty member's contributions to the clinical, educational, and scholarly missions and/or the service or administrative needs of the Team, CON, HSC, and UNM; and
- the success of the faculty member in meeting the previous year's goals and objectives.

### 3.3.7. General Concepts and Definition of Incentive Component

3.3.7.1. The Incentive must be tied to individual performance goals, with outcomes clearly identified, measured, and documented. The forthcoming HSC initiative on professionalism expectations must be met to receive Incentive payments. Faculty members eligible for the Incentive will be recommended by the Team Chair to the Dean, who makes the final decision.

3.3.7.1.1. The Incentive component will be distributed according to the criteria and guidelines developed by each Team, specific to its mission.

3.3.7.1.2. The Incentive component is not guaranteed, but is subject to availability of funds and to the policies of the CON.

## 3.4. Criteria and Guidelines for the Incentive

3.4.1. To be considered for the Incentive component of compensation, a faculty member must meet all of the required expectations appropriate to role and rank, both qualitative and quantitative. This includes the forthcoming HSC professionalism initiative. The criteria for

Incentive eligibility may include any of the following:

- 3.4.1.1. Teaching:
  - 3.4.1.1.1. Developing a major new teaching initiative or innovation.
  - 3.4.1.1.2. Assuming an overload in didactic or clinical teaching assignments over the entire year, not one term.
  - 3.4.1.1.3. Supervising Independent Studies for up to 3 credit hours per year.
  - 3.4.1.1.4. Developing a new course or making significant revisions in course content or format. Direct mentoring of graduate or undergraduate students (e.g., joint authorship of a publication or presentation; AREA [NIH Academic Research Enhancement Award] or other mentored research award; precepting Undergraduate Honors or Undergraduate pipeline summer student[s]; precepting administration, education, or Advanced Practice Registered Nurse graduate students in the faculty's own practice.
  - 3.4.1.1.5. Obtaining additional certification or education to enhance teaching.
  - 3.4.1.1.6. Providing consistent evidence of superior teaching effectiveness or specific recognition for teaching excellence (e.g., recipient of teaching award).
  - 3.4.1.1.7. Developing student practice or fieldwork sites tied to CON initiatives.
- 3.4.1.2. Service:
  - 3.4.1.2.1. Approved service activities by faculty above workload assignment.  
Service activities are prospectively determined to be above and beyond service workload assignment and to further the CON Vision and Mission in substantive ways. Examples include acting as a:
    - Formal mentor of new faculty.
    - Level coordinator and meeting specific expectations.
    - Chair of a major HSC or UNM committee beyond expected service requirements.
    - Contributor to or member of a Board or policy group; examples include NM Board of Nursing; Board member of a state or national professional organization.
    - Leadership in a state, local, or national professional organization; examples include elected officer in a local, state, or national professional organization.
    - Journal editor or associate editor for a peer-reviewed professional journal.
- 3.4.1.3. Practice:
  - 3.4.1.3.1. Development of new student and/or practice clinical sites tied to CON initiatives.
  - 3.4.1.3.2. On-call coverage during scheduled holidays, evenings, weekends, and after-hours. Excellence in management of a clinical site (income above salary and operating expenses).
  - 3.4.1.3.3. Individual or Team clinical outcomes showing significant improvement against national benchmarks.
  - 3.4.1.3.4. Attainment of additional clinical competencies (i.e., having privileges to perform a new procedure, such as ultrasound, trigger point injections, etc.).
  - 3.4.1.3.5. Significant achievement of established report card benchmarks (i.e., patient satisfaction).
- 3.4.1.4. Scholarship (Practice and Education Teams):
  - 3.4.1.4.1. Seeks intramural or extramural funding.

- 3.4.1.4.2. Provides peer-reviewed podium or poster presentations.
- 3.4.1.4.3. Receives acceptance for publication of peer-reviewed manuscripts, books, or book chapters.

In addition to the above, other educational, scholarship, service, and practice contributions deemed appropriate by the Team Chair will be considered for Incentive eligibility, provided that all Incentive eligibility is contingent on the prospective inclusion of the specific performance goals in the faculty member's annual performance plan.

3.4.1.5. Scholarship Specific to Research Team:

- 3.4.1.5.1. Faculty on the Research Team will be considered to perform Above Expectations if they Meet Expectations (see guidelines for post-tenure and tenure track as appropriate) and at least one of the following:
  - Two to three peer-reviewed publications per year above minimum expectations.
  - New or continued extramural award funding (can be an interdisciplinary team project if it provides salary support and/or indirect costs).
  - Other significant scholarly contributions as deemed appropriate by the Team Chair.

### **3.5. Implementation and Administration**

- 3.5.1. The CON FCP will require approvals by the faculty of the CON, the Dean of the CON, and the Chancellor for Health Sciences.
- 3.5.2. Faculty approval of the CON FCP will require a two-thirds vote by the voting faculty of the CON. Each Team will define for its members what constitutes “meets expectations,” “exceeds expectations,” or “needs improvement.”
- 3.5.3. The CON FCP will become effective immediately following its approval by the Chancellor for Health Sciences.
- 3.5.4. All letters of offer subsequent to the plan's effective date may specify contract compensation that includes both Base and Supplement components, as well as an Incentive component, if appropriate. The offer letters will include, as attachments, the CON FCP and any relevant Team-specific plans or documents.
- 3.5.5. All annual faculty contracts issued subsequent to the plan's effective date will show the Base and Supplement components of the contract salary.
- 3.5.6. The plan will be reviewed for effectiveness every 4 years or more frequently as needed, for example, at the direction of the Dean or faculty or with a change of Dean.
- 3.5.7. Any faculty member who wishes to contest his/her salary under the CON compensation plan may do so. The appeal process is as follows:
  - 3.5.7.1. If the faculty member is not satisfied with the outcome, he/she may appeal to the Dean by filing a written appeal within 10 working days of receiving the FCP worksheet. The Dean shall refer the matter to the Faculty Affairs Committee of the CON faculty for its recommendations. The Committee will consider procedural questions (e.g., did the Team follow its own policies) but not the annual goals that were set for the faculty member. The Faculty Affairs Committee will make a written recommendation to the Dean.
  - 3.5.7.2. The Dean shall notify the faculty member in writing of the Dean's decision. The faculty member has up to 10 working days to appeal the Dean's decision, in writing, to the Chancellor for Health Sciences. If the faculty member chooses not to exercise this

appeal, the decision of the Dean is final. In the event of an appeal to the Chancellor for Health Sciences, the decision of the Chancellor is final.

- 3.5.7.3. The CON plan and Team criteria will be reviewed for technical effectiveness in the spring of the second year of the plan. Agreed upon modifications will be implemented at the start of the third year of the plan.

4. Responsibilities.

RESPONSIBILITIES	
Position/Title/Group	Requirements/Expectations/Duties
CON Faculty	Responsible for understanding the procedures outlined in this document and related University-level and College-level policies
CON Dean	Responsible for enforcing this policy

5. Records Applicability/Retention

- 5.1. *“Documentation related to this policy will be maintained in accordance with UNM Administrative Policies and Procedures, UAPPM Policy 6020, and applicable requirements of the New Mexico Public Records Act, N.M.S.A § 14-3-1 et. seq.”*

6. External Reference(s).

- 6.1. *None*

7. Internal Reference(s).

- 7.1. UNM Faculty Handbook, Section C: Faculty Rules and Benefits: <https://handbook.unm.edu/section-c/>
- 7.1.1. Policy C50: Faculty Contracts <https://handbook.unm.edu/c50/>
- 7.1.2. Policy C110: Teaching Assignments <https://handbook.unm.edu/c110/>
- 7.1.3. Policy C140: Extra Compensation <https://handbook.unm.edu/c140/>
- 7.1.4. Policy C180: Special Administrative Component <https://handbook.unm.edu/c180/>
- 7.1.5. UNM UAPPM Policy 6020 <https://policy.unm.edu/university-policies/6000/6020.html>
- 7.2. College of Nursing Policy 303 Appointment, Promotion, and Tenure for Tenure Track Faculty
- 7.3. College of Nursing Policy 304 Appointment and Promotion for Clinical Educators
- 7.4. College of Nursing Policy 3.2.3 Faculty Promotion Timetable
- 7.5. College of Nursing Policy 307 Senior Rank Clinical Educator Annual Contract Renewal
- 7.6. College of Nursing Policy 306 Faculty Reclassification Between Tenure Track and Clinician Educator Track
- 7.7. College of Nursing Policy 302 Faculty Workload Policy and Procedure

8. Definitions.

- 8.1. *None*

9. Key Words.

- 9.1. *Workload, incentive, research, scholarship, practice, teaching, above expectations, meet expectations, performance, goals, supplement*

10. Attachments.

- 10.1. *None*

11. Approval Authority.

Item	Contact	Date	Approval
<b>Owner</b>	CON Faculty	06/17/2013	Y
	CON Administration		NA
	Other: <a href="#">Click here to enter text.</a>		NA
<b>Consultant(s)</b>	CON Senior Faculty, CON Tenured Faculty, or CON Leadership Team/ Department		NA
<b>Committee(s)</b>	CON Faculty Affairs Committee		NA
	Staff Council		NA
	Other:		NA
<b>Legal (if applicable)</b>			NA
<b>Official Approver</b>	Nancy Ridenour, Dean, College of Nursing		[Y or N/A]
<b>Official Signature</b>		<a href="#">Click here to enter a date.</a>	
<b>CON Faculty Approval:</b> Faculty Vote on revisions June 2013 in favor = 30; against = 1, abstentions = 5		6/17/2013	
<b>Effective Date:</b>		6/17/2013	
<b>Origination Date:</b>		5/14/2012	
<b>Issue Date:</b>		6/17/2013	

## 12. Document History.

HISTORY LOG				
Date and Date Type: (Specify: Origination, Effective or Retired Date) In addition: Add <b>Review Date</b> when Effective Date does not change due to no major updates.	New/ Revision #	Title of Document:	Description of Change(s):	Approved By: Print Name/Title
<b>Origination Date:</b> 5/14/12 <b>Effective Date:</b> 6/27/2013	1	College of Nursing Faculty Compensation Plan	New Document	Dean, Nancy Ridenour
3/23/2020	2	College of Nursing Faculty Compensation Plan	Transferred CON Policy #3.3.1 content to revised HSC policy template & numbering system to #CON 301.  No content changes made with the exception on page 7: updating policy numbers in Internal Reference from previous policy #s to new policy #s.	