Implementation Date: July 1, 2013

**Philosophy:**

Competitive pay is a key element in the package used to recruit, retain and reward the type of employees needed to fulfill the university’s mission. It is our goal to have a compensation program that supports our high performance culture, university values, strategic goals, and promotes the Student Life profession, and pays competitively and equitably. Excellent performance and fair, objective evaluations are the basis for merit recognition.

**Objectives:**

The Office of Student Life works in conjunction with the Office of Human Resources to attract and retain outstanding staff and to build a team that achieves extraordinary results. The following objectives should be considered when making compensation decisions:

1. To recognize the skills, abilities, competencies, experience and performance of all employees
2. To reward employees and work teams on the basis of work performance
3. To pay equitably to market, across the university, and across higher education institutions
4. To maintain competitiveness with similar positions in the market
5. To give the University the ability to recruit and re-recruit talented individuals
6. To recognize exceptional accomplishments
7. To acknowledge significant contributions above and beyond normal duties

**Guidelines:**

1. Merit increases are granted based on individual and unit (work group/team) performance.
2. Merit rewards are those tied to an effective performance management system and overall human resources philosophy of valuing our employees and their contributions.
3. Base pay increases will be within the guidelines established by the university annually.
4. Student Life may choose to create different guidelines for different areas of Student Life to address market inequities and/or to reward exceptional performance while remaining within the established guidelines for all of Student Life and the university.
5. No Across the Board, Cost of Living, or Longevity increases are considered, outside of any existing bargaining unit contract, or university-wide decision.
6. Under extraordinary circumstances, one-time cash payments may be implemented in accordance with the university annual guidelines. Cash Payments are to be utilized primarily to recognize exemplary performance. All cash payments are approved by the Vice President of Student Life (SLVP).
7. When an individual is compensated significantly above the market rate for their position, they may receive cash payments in lieu of a base pay increase, when supported by objective data, and approved by the SLVP.

8. Student employment is an integral part of the workforce of Student Life. Student merit increases are encouraged, as part of a performance management system for students that is focused on their experience and learning outcomes of the positions. In addition, the compensation should be commiserating with market data for said student position.

9. Supplemental Pay may be appropriate when:
   - Student Life employees are taking on additional duties (>20%) in their work area or outside the scope of their regular position for student life for a substantial period of time. These should be agreed to and approved ahead of the work being done and prior to the presenting of this compensation to the employee.
   - Student Life employees may take on additional appointments outside of Student Life, when agreed to by the leader of the home department and when approved by the SLVP.

10. Overall Student Life performance and/or SL Unit and work group performance shall be considered when assessing individual performance.

11. Equity review and adjustment is different than merit pay and should be tied into an overall Strategic Workforce plan whenever possible. In addition, whenever possible, these reviews should occur outside of the Annual Merit Compensation Process (AMCP).

**Procedures:**

1. Student Life Leadership will set the guidelines for each area annually. These will be communicated directly to the unit level by the Student Life Executive Council and will follow university annual guidelines.
2. Student Life Leadership will set timelines and process annually.
3. Equity adjustments must be approved by Student Life Leadership prior to any adjustments being implemented or discussed with individual employees. Supporting rationale and documentation must accompany equity adjustment requests.
4. Supporting rationale must accompany any recommendation of an increase less than 0.5% or higher than 6% during AMCP, or anything outside of the aggregate.
5. All supplemental compensation requests must be submitted and approved prior to the additional duties being performed.

**Definitions (for purposes of this document):**

1. **Merit:** High Performance assessed by standards, both individual and unit (work team).
2. **AMCP:** The University’s Annual Merit Compensation Program
3. **Merit Reward:** Base Pay, One-time cash payments; bonus incentives; variable pay incentives.
4. **Work Team/Unit/Group**: Group of employees either within a department or cross-department pulled together to achieve a common goal. Examples: Fiscal Services Staff; On Pace project.