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MINUTES OF THE MEETING OF THE BOARD OF REGENTS  
Murray State University  
April 21, 1990

The Board of Regents of Murray State University met April 21, 1990, in special session in the Board of Regents Room, Wells Hall, on the campus of Murray State University. The meeting was called to order at 10:10 a.m. by Chairman Kerry B. Harvey. Reverend Billy Hurt, member of the Board of Regents, gave the invocation.

Upon call of the roll, the following members answered present: Mr. C. Dean Akridge; Mr. J. Eddie Allen; Dr. James W. Hammack, Jr.; Mr. Kerry B. Harvey; Dr. Billy G. Hurt; Mr. M. Randy Hutchinson; Mr. Willie Kendrick; Mr. Thomas R. Sanders and Mrs. Virginia N. Strohecker. Absent: Mr. Robert C. Carter. The Chairman stated a quorum was present to conduct business.

Present for the meeting were: Dr. James Booth, Acting President; Mrs. Sandra M. Rogers, Secretary of the Board; Vice President David Perrin; Vice President Augustine Pounds; Vice President Ward Zimmerman; University Attorney James Overby; members of the news media and visitors.

Executive Session

Mr. Sanders moved that the Board convene into Executive Session for the purpose of discussion of personnel matters. Mrs. Strohecker seconded and the motion carried. Executive Session began at 10:15 a.m. and ended at 2:25 p.m.

Public Session

The Board reconvened in Public Session at 2:25 p.m.

Chairman Harvey stated that personnel matters were discussed; however, no action is required at this time.

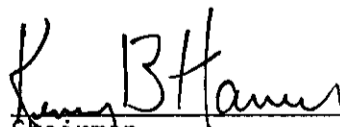
Acting President James Booth presented a brief budget review informing the Board that the goals set by the Regents have been met for the 1990-91 budget.

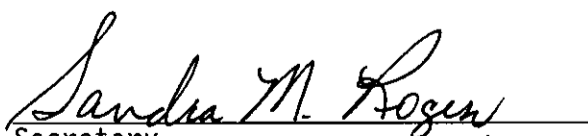
(See attachment #1)

Meeting Adjourned

Mr. Sanders moved and Mr. Allen seconded that the meeting be adjourned. Adjournment was at 2:45 p.m.

Chairman Harvey announced that the next special meeting of the Board of Regents is scheduled for February 5 at 10:00 a.m. at which time the 1990-91 budget would be approved.

  
Chairman

  
Secretary

This page is left blank due to the Attachments to the Minutes of the meeting of the Board of Regents held on April 21, 1990.

Sandra M. Rogers  
Secretary

**MURRAY STATE UNIVERSITY  
OPERATING BUDGET  
Pro-Forma Fiscal Year 1990-91**

<u>ESTIMATED CURRENT FUND REVENUE</u>	<u>Baseline 1990-91</u>	<u>Estimated Increase</u>	<u>Budget 1990-91</u>
<b>Educational &amp; General:</b>			
State Appropriations	\$35,366,700	\$2,326,900	37,693,600
Tuition	11,236,930	1,551,054	12,787,984
Fees	818,460	(4,734)	813,726
Government Grants *	297,944	(297,944)	0
Indirect Cost Reimbursement	105,000	69,530	174,530
Sales & Services	320,000	664,050	984,050
Other Sources	2,248,313	46,262	2,294,575
Con Ed Interest Revenue	<u>500,000</u>	<u>500,000</u>	<u>1,000,000</u>
<b>SUBTOTAL - EDUC &amp; GENERAL REVENUE</b>	<b>50,893,347</b>	<b>4,855,118</b>	<b>55,748,465</b>
<b>Auxiliaries:</b>			
Food Services	3,908,800	161,806	4,070,606
Curris Center	83,000	4,150	87,150
Housing	3,492,875	300,585	3,793,460
Interest Income H & D Revenue Fund	110,000	51,000	161,000
Miscellaneous H & D	40,000	2,000	42,000
Rental Property	0	7,200	7,200
University Bookstore	2,000,000	100,000	2,100,000
Vending Revenue	0	90,000	90,000
Parking	<u>127,000</u>	<u>6,350</u>	<u>133,350</u>
<b>SUBTOTAL - AUXILIARIES</b>	<b><u>9,761,675</u></b>	<b><u>723,091</u></b>	<b><u>10,484,766</u></b>
<b>TOTAL REVENUE</b>	<b><u>\$60,655,022</u></b>	<b><u>\$5,578,209</u></b>	<b><u>\$66,233,231</u></b>

\* University Post Office and Fort Campbell reallocated to Sales & Services reflecting Financial Statement treatment

**MURRAY STATE UNIVERSITY  
OPERATING BUDGET  
Pro-Forma Fiscal Year 1990-91**

<u>ESTIMATED EXPENDITURES BY PCS</u>	<u>Baseline 1990-91</u>	<u>Estimated Increase</u>	<u>Budget 1990-91</u>	
Instruction	\$20,037,796	\$2,582,560	\$22,620,356	40.58%
Research	596,896	(34,154)	562,742	1.01%
Public Service	2,146,030	529,069	2,675,099	4.80%
Academic Support	2,494,235	276,312	2,770,547	4.97%
Libraries	1,659,412	332,728	1,992,140	3.57%
Student Services	4,158,410	207,420	4,365,830	7.83%
Institutional Support	6,379,245	(143,623)	6,235,622	11.19%
Physical Plant	6,276,533	249,034	6,525,567	11.71%
Scholarships & Grants	3,653,954	139,578	3,793,532	6.80%
Mandatory Transfers	3,490,836	(283,806)	3,207,030	5.75%
Non-Mandatory Transfers	0	<u>1,000,000</u>	<u>1,000,000</u>	1.79%
<b>SUBTOTAL BY PCS FOR E&amp;G</b>	<b>50,893,347</b>	<b>4,855,118</b>	<b>55,748,465</b>	<b>100.00%</b>
Auxiliaries	<u>9,761,675</u>	<u>723,091</u>	<u>10,484,766</u>	
<b>TOTAL EXPENDITURES BY PCS</b>	<b><u>\$60,655,022</u></b>	<b><u>\$5,578,209</u></b>	<b><u>\$66,233,231</u></b>	

**DRAFT  
MURRAY STATE UNIVERSITY  
SALARY INCREASES FOR 90-91**

**AVAILABLE FUNDS - 9%**

State appropriation:	5%
MSU funds:	4%

**NON-EXEMPT (hourly employees) 11%**

SATISFACTORY RAISE:	6.75%
MERIT RAISE:	2.25%

ADDITIONAL: 2.0% (required to meet changes in wage scale and reclassifications)

**EXEMPT (salaried staff) 9.5%**

SATISFACTORY RAISE:	6.75%
MERIT RAISE:	2.25%

ADDITIONAL: .5% (from MSU reallocation funds and vacant lines)

**CONTINUING FACULTY 9.7%**

SATISFACTORY RAISE:	6.75%
MERIT RAISE:	2.25%

ADDITIONAL: .7% (from MSU reallocation funds and vacant lines)

**CHAIRS 10.7%**

SATISFACTORY RAISE:	6.75%
MERIT RAISE:	2.25%

ADDITIONAL: 1.7% (required to meet market conditions in several areas - from MSU reallocation funds and vacant lines)

**DEANS 9.3%**

SATISFACTORY RAISE:	6.75%
MERIT RAISE:	2.25%

ADDITIONAL: .3% (from MSU reallocation funds and vacant lines)

MURRAY STATE UNIVERSITY

CONTINUING FACULTY and CHAIR AVERAGE PERCENT RAISES BY RANK  
1990-91

	Number	Continuing Faculty w/o Promotions	Continuing Faculty w/Promotions	Continuing Faculty & Chairs w/promotions
PROFESSOR	81/88/105	9.21%	9.70%	9.87%
ASSOCIATE PROFESSOR	74/81/92	9.38%	9.89%	9.89%
ASSISTANT PROFESSOR	85/87/87	10.00%	10.02%	10.02%
INSTRUCTOR	5/5/5	9.26%	9.26%	9.26%
OTHER (Visiting Ranks)	17/17/17	9.71%	9.71%	9.71%

NOTE: Satisfactory performance 6.75% plus merit \_\_\_\_\_% = 1990-91 base salary

Continuing faculty (Professor, Associate, Assistant, Instructor, and Visiting ranks)

1990-1991 BUDGET CALENDAR

<u>Date Sent:</u>	<u>Item:</u>	<u>Sent to:</u>	<u>Date Returned:</u>
January 18	Base Budgets Instructions	President Vice Presidents Deans Directors	February 5
March 12	Salary Worksheets	President Vice Presidents Deans Directors	April 2
April 11	Budget Worksheets	Vice Presidents for proofing	
April 13	Budget Worksheets	Budget Review with VP's	April 13
April 21	Budget Updates	Board of Regents	

WPB/BB/BB1:\CALENDAR





# MURRAY STATE UNIVERSITY

## Interoffice Communication

Subject: Base Budget Distribution

Date: January 18, 1990

To: Acting President, Vice-Presidents, Deans and Directors

From: Paul Bylaska, Director  
University Budget Office

Attached are the 1990-91 Base Budget instructions, an example of how to review and update the 1990-91 Base Budget, and the 1990-91 Base Budget for your areas. The Base Budget has been updated with payroll and personnel information posted as of January 4, 1990.

Please verify your area's Base Budget information and make changes according to the instructions where necessary. As outlined in the instructions, corrections should be made by lining through current data in red, and inserting the changed information just above the correction.

Please return your worksheets to the University Budget Office, 3rd floor, Sparks, by Monday, February 5th. The attached instructions and example are intended to help you, yet I realize that they do not cover the full range of possible questions or issues. If questions arise please contact either Chris Vittitow or me at 762-3772. Thank you in advance for your efforts in updating this information.

WPB/zp/S1:\WP\DIST2

**1990-91 Base Budget  
Instructions**

Please verify on your area's 1990-91 Baseline Worksheet the following information and correct according to these instructions. Corrections should be made by lining through current data in red, and inserting the changed information just above the correction.

1) **Heading:** This represents the university's organizational structure for this account, i.e. executive and division level of responsibility. The account title with abbreviations should be reviewed and the account number should match the account title.

Example: The account title for account number 2-10000 is Sewer Department which reports to the Sanitation Division. In turn the Sanitation Division reports to the Vice President for Cleanliness.

2) **Position Number:** This represents a reference number for this position. If an employee changes title, the name should be changed for that position number, not the position number.

Example: Position 6 is an addition to last year but no other employee position numbers changed.

3) **Name:** The employee's last and first name appears here. Update this with the current employee's last and first name (no initials please) as appropriate for the employee contract.

Example: Position 2 was updated with first name Irene instead of initials IM. Position 3 is updated for the fact that it is currently vacant. Other names are correct.

4) **FS:** This code represents the faculty/staff status. A new FS code has been established this year to aid in reporting. Please update this column according to the following table:

1	President, Vice-President
2	Director
3	Dean
4	Chair
5	Faculty
6	Coaches with Academic Standing
7	Librarians
8	Professional Staff
9	Secretarial/Clerical
10	Technical/Paraprofessional
11	Skilled Craft
12	Service/Maintenance
13	Other (Undesignated positions)

Example: All positions need new FS Codes according to the new table.

5) Title: This is the title that will appear on the employee's contract. Please note that employees with responsibilities that span several accounts have other position information indicated in brackets. Corrections should be made on the primary position only.

Example: Individual in position 2 holds two positions, and the primary title is correct. If the Safety Engineer title was incorrect, the title would have to be changed in the primary account. All other titles are correct.

6) Pay Grade: This is the salary range for hourly employees, and should appear for all hourly staff positions.

Example: Pay Grades are correct.

7) Hourly Rate: This is a formula driven number based on the 1990-91 Baseline and the Contract Term/Hrs. An exclamation point following an hourly rate denotes a position which is not fully budgeted at the present rate, thus a permanent change will be needed for full funding.

Example: Position 5 with an exclamation point following the hourly rate requires additional funding. The other hourly rates are correct.

8) Contract Term/Hrs: For faculty and other non-hourly staff with contract terms less than twelve months, contract term designates the number of months. For hourly employees, the annual number of contract hours is given based on 261 budgeted working days.

Example: Employees in the first two positions work 12 months, thus require no designation. Position 3 carries a 10 month contract. The hourly employees paid from this account work 40 hours/week for 12 months which is equivalent to 2,088 hrs./yr.

9) FTE (Full Time Equivalent): FTE is a headcount figure representing the amount of employee time spent at a particular job. FTE changes for each executive level should net to zero, so any FTE increases should be offset by decreases in FTE elsewhere in the budget.

Example: All employees are full-time with employee in position 2 split between two accounts. Irene Clean also works part-time as a Safety Engineer for a total individual FTE of 1.00. (Notice that FTE is not a percent of salary, it is a designation of time.) Position 6 FTE moved from within the area; account and position number are footnoted on the worksheet.

10) 1989-90 Budget: This is taken from the printed operating budget from last fiscal year.

Example: This is the funding level verified as budgeted for 1989-90.

11) Permanent Changes: This column represents permanent processed budget transactions. Additional permanent changes require approval by the executive level. (This may be signified by an attached memo with the signature of the executive level or the statement "Approved" with an executive level signature on the worksheet.) All entries should offset (positive changes equal negative changes) giving a grand total for permanent changes of zero for the university.

Changes should be accompanied by an entry in the Source/Use of Funds column. These entries will correspond to offsetting entries in both the Permanent Changes and Source/Use of Funds column. Changes for each area should net to zero, so any increases should be offset by decreases elsewhere in the area.

Example: Position 5 required additional permanent funding of \$1,000 for current wage rate; monies moved from position 3. The funding level in 2000 subcode increased with an offsetting decrease in 3000 subcode to reflect more appropriate spending levels. Approval was granted by Dr. Joe Soaps, Vice President for Cleanliness, and designated with his signature. (A memo signed by the Vice President could have been attached verifying approval for permanent changes.)

12) 1990-91 Baseline: This is the starting point for budgetary increases for the 1990-91 fiscal year. Even though all the information for a position may be current, this does not necessarily mean that adequate dollars have been allocated to fund a position for the entire year.

Example: Positions 3 and 5 have been corrected to reflect offsetting changes. Subcodes 2000 and 3000 have also been corrected to reflect offsetting changes.

13) Source/Use of Funds: This is an account number with subcode or position number for all new entries in the permanent changes column. A corresponding entry must also appear in an offsetting account.

Example: An offsetting account and position number is given for permanent changes in positions 3 and 5. An offsetting account and subcode is given for changes in subcodes 2000 and 3000.



# MURRAY STATE UNIVERSITY

## Interoffice Communication

Subject: Salary Worksheet Distribution

Date: March 12, 1990

To: Acting President, Vice-Presidents, Deans and Directors

From: Paul Bylaska, Director  
University Budget Office

Attached are the 1990-91 Budget Preparation Guidelines, Salary Worksheets instructions, an example of possible updates and the Salary Worksheets for your areas. These have been updated for Baseline changes you have submitted to this date.

Please verify any changes and corrections you have made, review the amounts calculated for individual Satisfactory Performance, Merit Increase, Promotion/Reclass and Reallocation. If this is correct, provide individual amounts for Merit Increase and reallocation funded internal sources or increases in revenue. Corrections and additions should be made in red to assist us in isolating all changes requiring data entry.

Please return your worksheets to your Vice President for review and approval by Monday, March 26th. The worksheets will then need to be submitted to the University Budget Office, 318 Wells by Monday, April 2nd to allow adequate time for entry and review by the Board of Regents.

Recognizing the circumstances attending a legislative budget year and possible reallocations, the assumptions governing these increases may change suddenly. Should this occur, the Budget Office will make every effort to respond rapidly with corrected figures.

If questions arise please contact Chris Vittitow or me at 3772. The Base Budget information you provided significantly improved the quality of budgetary information and given legislative approval of the current funding, your updates should finalize the 1990-91 Budget. Thank you again for your assistance in making this a smooth and dynamic process.

WPB/zp/S1:\BUD91\SALMEMO.B91

March 12, 1990

1

**1990-91 Salary Worksheets  
Instructions**

Please verify on your area's 1990-91 Salary Worksheet any changes that have been requested and provide additional information as needed according to these instructions. Corrections and additions should be made in red.

- 1) **Heading:** If a change was requested on the Baseline sheets, verify that it has been accurately entered.
- 2) **Position Number:** Review any deletions or new position numbers.
- 3) **Name:** The name given will appear on the employee contract with first and last name preferred over initials. Verify any changes.
- 4) **FS:** New FS codes have been entered at this time based on the following table and information provided on the returned Baseline worksheets:
  - 1 President, Vice-President
  - 2 Director, Assistant Dean, Assistant Vice President
  - 3 Dean
  - 4 Chair
  - 5 Faculty
  - 6 Coaches with Academic Standing
  - 7 Librarians
  - 8 Professional Staff
  - 9 Secretarial/Clerical
  - 10 Technical/Paraprofessional
  - 11 Skilled Craft
  - 12 Service/Maintenance
  - 13 Other (Undesignated positions)
- 5) **Title:** This is the title that will appear on the employee's contract. Please verify any changes or new employee information provided on the Baseline worksheet.
- 6) **Pay Grade:** This is the salary range for hourly employees, and should appear for all hourly staff positions.
- 7) **Hourly Rate:** This is a formula driven number based on the 1990-91 Baseline and the Contract Term/Hrs. Any changes in salary, hours or employee should be reviewed.

8) **Contract Term/Hrs:** For faculty and other non-hourly staff with contract terms less than twelve months, contract term designates the number of months. For hourly employees, the annual number of contract hours is given based on 261 budgeted working days. Changes should be verified.

9) **FTE (Full Time Equivalent):** FTE is a headcount figure representing the amount of employee time spent at a particular job.

10) **1990-91 Budget:** This should reflect any corrections, additions or deletions from the completed Baseline Worksheets.

11) **Satisfactory Performance:** The amounts given for individual and total salary amounts are based on 75% of the 9% salary increase recommended by the Board of Regents. These figures should only be changed if it is determined that the individual employee is not performing in a satisfactory manner. Please contact the Budget Office before making any other changes in this column.

12) **Merit Increase:** Enter merit figures here based on your evaluations using this year's merit pool designated as 25% of a 9% salary increase recommended by the Board of Regents. Satisfactory and Merit Increase Figures for each account as well as for each Dean or Director are given on the accompanying Salary Allocation Forms.

While Satisfactory Increase figures should only be changed in limited situations, Merit Increase figures provided on the Salary Allocation Forms are intended merely as a guideline. Recognize that, as account managers, you have the discretion to revise merit increase dollars up or down based on employee evaluations or overriding need of one account compared to another. This is limited however to the total Merit Increase Pool available for allocation. Salary increases above the Increase Pool can only come from Promotion/Reclassification or a Requested Adjustment.

Example: \$1,795 was added by Director Johnny Sweeper for personnel merit increases. Johnny Sweeper has the flexibility to distribute money at different percentages for merit increase based on employee evaluations, job performance, job knowledge, etc.

13) **Promotion/Reclass:** These figures are provided for you based on information provided by Personnel and Academic Affairs. Do not change these figures or add dollars without contacting the Budget Office.

March 12, 1990

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Example: \$686 was added in position number 4, Molly Mops, by the Budget Office from reclassification information provided by Personnel.

14) Requested Adjustment: Enter figures here based on known increases allowed in your expenditures budget outside of the Baseline Budget or Satisfactory or Merit Increase Pools. Two examples of sources of these funds may be projected increases in revenue or reallocations from the appropriate Vice President. Note that entries in this column may be made for Operating Expenditures as well as Salaries.

Increases entered here will not be entered into the Budget System without a verifiable source of funds for the total increase. This source of funds may be provided by a footnote on the Salary Worksheet or an attached memorandum which details the source of funds and shows approval of your Vice President.

Example: \$59 was added and footnoted with a source of funds.

15) 1991-92 Budget, Salary Difference, Percent Increase: These calculations will be made after the Budget Office receives salary increase figures you will provide. While the Budget Office does not require you to provide these figures, having a 1990-91 Budget figure filled in will greatly assist us in proofing.

WPB/zp\S1:\BUD91\SALINST.B91



**Budget Preparation Guidelines  
Murray State University  
Fiscal Year 1990-91**

Should the Executive Budget be approved in its current form by the state legislature, Murray State University's state appropriation for the first year of the 1990-92 biennium will increase by \$2,272,300. In addition, tuition applied to projected enrollment will increase the tuition revenue by \$1,551,054, giving a total increase of \$3,823,354 not including miscellaneous course fees, sales revenue or otherwise restricted funds.

After fringe benefits and other fixed cost obligations are met, the Executive Budget if approved will provide for approximately a five percent (5%) salary increase for returning faculty and staff. Through tuition and other fee increases and significant reallocation of resources, the goal of the Board of Regents and the administration is to provide a total salary increase for faculty and staff of nine percent (9%).

Allocation of these salary dollars will be consistent with the current salary policy of the Board of Regents. The Board of Regents has recognized the Faculty and Staff of Murray State University as being the key to Murray State University's success. In the Salary Policy for Faculty and Staff, the Board made "attraction, retention and recognition of qualified, committed and productive professionals among the highest priorities of the University".

To recognize these individuals, the Board has committed the University to work toward salary levels equal to and hopefully exceeding benchmarks for universities of similar type and size in Kentucky, the surrounding states and where appropriate beyond the mid-America region. Even the initial steps this year's budget represents are predicated on the approval of the proposed Executive Budget.

**General Salary Guidelines**

**1. Eligibility Dates:**

Salary increases will be made available for all current employees and those hired on or before March 31, 1990. Faculty and exempt employees hired on or after April 1, 1990 will not be eligible for an adjustment in salary for 1990-91. Clerical and Support Staff (paid hourly) hired after March 31 will be eligible for increases only up to the new entry level pay rates for their respective grades.

2. Evaluation:

Evaluation of personnel is an important responsibility. Vice Presidents, Deans, Directors and Chairs are responsible for clear feedback and evaluation of all personnel. Particular attention should be given to clear procedures, stated criteria, University objectives, fair treatment and open communication during the evaluation process. An effective evaluation process will provide an excellent framework for allocating Salary Increase funds.

3. Redistribution:

Salary increase funds made available to departments may be used to give increases to any or all employees (e.g. unused funds made available for faculty salary increases may be used for increasing staff salaries or vice versa.) Pursuant to Board of Regents policy however, every effort should be made to refrain from funding Operating Expense categories from Salary Increase funds.

Specific Salary Guidelines

1. Employee Classification:

It is the intention of the Board of Regents to apply available salary increase funds equally to all employees without distinction between Faculty, Exempt or Non-Exempt employees. While certain differences will dictate different methods in allocating salary increases, the results should be the same percentage increases available for each employee based on their evaluated performance.

2. Base Increases:

Using nine percent (9%) as the total salary increase figure, funds shall be distributed according to present Board of Regents policy:

"The base salary increment shall not be less than 75 percent of the salary increment funds appropriated by the Kentucky General Assembly.

This will yield a six point seventy-five percent (6.75) salary increase for those continuing employees performing in a satisfactory manner.

3. Merit Increases:

Applying twenty-five percent (25%) to the nine percent (9%) salary increase gives two point twenty-five percent (2.25%) available for merit increases pursuant to the following Board of Regents policy.

"Salary increments above the base salary figure will be based upon the following factors: meritorious performance, extraordinary service to the University, market conditions and for the purpose of correcting salary inequities."

4. Promotions and Reclassifications:

Dollars will be allocated to cover promotion stipends of \$2,000 each for professors, \$1,000 each for associate professors and \$500 each for assistant professors based on the existing goal of decreasing the distance from benchmarks as individuals are promoted.

Reclassification will be funded based on changes to the salary structure recommended by personnel to reflect changes in responsibilities and market inequities as the University continues to address the objectives of the Staff Equalization Plan.

5. Appeals Process:

Deans, department chairs, directors and the appropriate vice president will hear formal appeals in the event an employee has a grievance with salary increases. Final appeals will be heard by the Acting President.

Subject: SALARY POLICY FOR FACULTY AND PROFESSIONAL STAFF  
Date Adopted: May 10, 1980  
Reference: Minute Book: 23 Page: 452

Murray State University recognizes that the Faculty and Professional Staff are the most precious resource of the institution. The attraction, retention, and recognition of qualified, committed, and productive professionals are among the highest priorities of the University. In preparing its biennial budget request, the University will seek salary funding at least equal to the increase in the annual cost of living as determined by the Consumer Price Index.

This recognition entails the University making a salary commitment to its faculty and professional staff. Salary levels for faculty and professional staff should equal, and hopefully exceed, benchmark salaries for universities of similar type and size in Kentucky, the surrounding states, and where appropriate beyond our mid-America region. When average salaries do not equal benchmark levels, budgetary priorities should be established to achieve that end. All dollars provided by the Kentucky General Assembly for the purpose of salary increments will, as a minimum, be committed to that end.

The Budget Committee of the Board of Regents annually will establish a base salary increment to be awarded each faculty and professional staff member adjudged to be performing his responsibilities at a satisfactory level. The base salary increment shall not be less than 75 percent of the salary increment funds appropriated by the Kentucky General Assembly. In making this determination, the Budget Committee will receive recommendations from the Faculty Senate and other University groups.

Salary recommendations less than the base increment figure (or any salary reductions) should be justified in writing, and the appointee notified of those reasons and of his "probationary" status with the University.

Salary increments above the base salary figure will be based upon the following factors: meritorious performance, extraordinary service to the University, market conditions, and for the purpose of correcting salary inequities. In determining meritorious performance, the criteria established by the Regents for the awarding of tenure should be utilized in faculty evaluations. The criteria for performance for professional staff should be based upon fulfillment of institutional and unit objectives. The specific criteria and procedures to be employed in each college or administrative unit should be communicated in writing to faculty and professional staff in that college or unit.

The Budget Committee will receive salary recommendations for the faculty and staff from the President, review and determine such salaries, and include such determination in the University Budget. The Committee will recommend salary levels for the President, Vice Presidents, and Deans to the Board of Regents, which will make such determinations.