

The University of North Carolina at Chapel Hill  
School of Pharmacy  
Faculty Salary Policy  
(Updated 3/15/19)

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The UNC Eshelman School of Pharmacy Faculty Salary Policy provides a framework from which an employee's job performance is reviewed and salary decisions and increases are determined. This Salary Policy helps the School attract the best-qualified people, provide compensation in accordance with assigned duties and responsibilities, and encourage retention and a high level of performance.

#### Initial Salary Negotiated with New Faculty

A new faculty member's initial salary is based on the individual's qualifications (educational preparation, years and type of experience, productivity and accomplishments in teaching, research and service, and national or international standing), named professorships, administrative workload, equity within the School, and market conditions. The Division Chair discusses these qualifications with the Dean and the agreed salary is incorporated into the offer letter to the new faculty member.

#### Faculty Salary Range Guidelines

Based on the University's requirement for documentation of salary ranges, our goal is to pay at least at the 80% percentile of the AACP's salary survey. Thus, faculty salary ranges have been developed with that target as our midpoint.

#### Annual Salary Increases and Adjustments

Division Chairs conduct annual performance evaluations (Annual Faculty Merit Review) focusing on teaching responsibilities, student evaluations, new teaching innovations, mentoring of graduate students, research activities and publications, staff management, service activities, and special awards and recognitions.

As an extension to the Merit Review, an *Impact Review Process* is subsequently conducted. The *Impact Review Process* was first implemented by the School in the spring of 2005 and utilized since to guide School administrators on issues of merit- and impact-based annual salary increases, faculty retention decisions, and Academic Excellence Awards decisions. The "Policy and Procedure for the Annual Faculty Merit and Impact Review Process" was approved by the Executive Committee of the School on 12/15/2011 and states the following:

*The UNC Eshelman School of Pharmacy espouses a philosophy to acknowledge and reward exceptional faculty performance in the three primary areas of the mission of the School: Research, Education, and Service. The "Impact" the School has on the state, nation, and world and the reputation that follows is based on the constant pursuit of excellence in these three areas. This is consistent with our School's mission and recognized within our Appointment, Reappointment, Promotion, and Tenure (ARPT) document that acknowledges the Scholarship of Discovery, Education, and Application as critical elements of the promotion process. This process provides the School with a "near 360-degree" performance-based evaluation of faculty. The process also facilitates the recognition of faculty that contribute to the broad missions of the School in potentially very different ways, as well as allowing leadership of the School to appreciate the richness of the talent of the faculty. Special consideration should be given to the faculty member's contribution to all Strategic Initiatives in the School's Strategic Plan.*

Based on the review process stated above, annual salary increases and adjustments for individual faculty members are recommended by their respective Division Chairs. These recommendations are forwarded to the Dean for final approval. The Dean administers salary increases and adjustments for Division Chairs and administrators. Salary allocations and increases are based on availability of funds, Merit and Impact Reviews, competitiveness with peer institutions, internal equity considerations, recruitment experience, and opportunities for career advancement. The School follows the instructions, limitations and conditions for salary adjustments as determined by the North Carolina General Assembly, UNC Board of Governors, as well as the Offices of the President, Chancellor, and Provost.

### Other Annual Salary Adjustments

Annual salary adjustments may be given (contingent upon the availability of funds) when:

1. The faculty member has accepted additional and/or different responsibilities to those previously agreed to by the faculty member, Chair and Dean in an offer letter or annual performance review process.
2. There is a faculty retention situation (pre-emptive as well as a firm offer).
3. A promotion has been granted at which time the School provides a 10% increase in salary for tenure track and clinical track faculty members. For fixed-term, research track faculty, a 10% salary increase is provided, contingent on funding being available from the research faculty's lab/supervisor.

### Communicate Salary Increases and Adjustments

Each faculty member must be advised in writing of the dollar amount and percentage of his/her salary increase/adjustment as well as the total salary for the year.

### Grievance Procedure

A faculty member who is dissatisfied with the School's Faculty Salary Policy, his/her salary increase/adjustment or his/her current salary level may discuss these concerns with the Dean of the UNC Eshelman School of Pharmacy. If the faculty member fails to find satisfaction, he/she is then advised to appeal, using the University's established grievance procedures.