# Sample Justifications

**Internal Competitive Search** - Ms. Jane Smith is the selected candidate of an internal search; 17 people applied, and 6 were interviewed. She is being recommended for a promotion from a Study Abroad Advisor (EHRA) in the Office of International Affairs to an Assistant Director (EHRA) in the same department. As the Assistant Director, Ms. Smith will be responsible for providing oversight for the study abroad operations, designing intercultural learning programs, and planning and supervising the activities of assigned staff. Ms. Smith possesses a Master’s in International Studies and five years of directly-related experience. The salary is equitable to similarly-situated positions within the department and University, the average salary for similarly situated positions is $50,000. Due to the criticality of the position, compounded by several other vacancies in the department, an EHRA search waiver was approved by EO Officer.

**External Competitive Event** - Ms. Jane Smith is the selected candidate of an external search; 17 people applied, and 6 were interviewed. She is being recommended for a promotion from a Study Abroad Advisor (EHRA) in the Office of International Affairs to an Assistant Director (EHRA) in the same department. As the Assistant Director, Ms. Smith will be responsible for providing oversight for the study abroad operations, designing intercultural learning programs, and planning and supervising the activities of assigned staff. Ms. Smith possesses a Master’s in International Studies and five years of directly-related experience. The salary is equitable to similarly-situated positions within the department and University, the average salary for similarly situated positions is $50,000.

**Increase in Job Duties or Responsibilities** - Mr. Thomas’ current position is being reclassified from an Assistant Dean of Study Abroad to an Associate Dean of Study Abroad. Current duties include managing faculty-led programs in Northern Europe including budget oversight, creating marketing materials, advising students on preparations for study abroad, and serving as the senior leadership for the Study Abroad Office. Due to program expansion, new duties will include assuming leadership of Central and Eastern European programs. Dr. Smith possesses a PhD in Higher Education and 10 years of directly-related experience. The proposed salary is equitable to similarly-situated deans; the average salary for similarly situated positions is $90,000.

**Temporary Adjustment** - Due to retirement of current Head Lacrosse Coach, Mr. Gupta, Assistant Lacrosse Coach has been temporarily assigned as the interim Head Coach. As Interim Head Coach, Mr. Gupta will be responsible for the day to day management and administration of the Lacrosse program. While performing these interim duties, Mr. Gupta will continue to serve as the Assistant Lacrosse Coach. For this temporary appointment, Mr. Gupta will receive a temporary supplement/stipend of $15,000 and this supplement/stipend will revert when the temporary duties cease. The interim appointment will last 10 months, starting on 7/1/16 and ending on 3/30/17.

**Retention** – Professor Greg Anderson has received an external offer from Stark Industries for $132,000. He is recognized nationally as an extremely valuable member of our Department. He is a leading scholar in social movement studies who has distinguished himself through the collection and sharing of primary data, the testing of theory-driven and substantively significant hypotheses, the use of novel methods of data analysis, and a highly effective collaborative working style. The research endeavors and grants would be significantly harmed by the loss of Dr. Anderson’s contributions. The average salary for other Professors in the department is $130,000. The department is opting to provide Dr. Anderson with a salary above the average to reflect his advanced knowledge and skill in the field.

**Career Progression** - Ms. Trish Trilby is being recommended for a salary adjustment following the completion of her law enforcement training. She is currently a Public Safety Officer - Contributing in the University Police Department within the Division of Environmental Health & Public Safety. Ms. Trilby was originally hired into the University Police Department on August 15, 2016 with a requirement of completing Basic Law Enforcement Training (BLET), which is a police academy that provides the knowledge, skills, and abilities required for entry-level employment as a law enforcement officer with the state, county, municipal governments, or private agencies. She is now a sworn police officer; and this request is to increase her salary to $41,615to align her salary with the minimum salary for other sworn police officers in the unit.

**Market** – The Biology department would like to provide a market adjustment to Dr. Timothy Hicks. Dr. Hicks current salary is below the CUPA 50th percentile. A salary increase to 150K will bring Dr. Hicks to the 75th percentile, and more closely align him with the other Associate Professors in the department whose average salary is

$159,000

**Equity** – The Academic Affairs department would like to provide an equity adjustment to Ms. Tiffany Jones, Assistant Director of Student Services. Ms. Jones current salary of $40,000 is significantly below the salaries of comparable peers within the university; low - $50,000, high - $75,000, average - $63,111. The proposed salary of $55,000 will align with the salary of employees with similar scope, education, and experience.

**Increase that Includes Base Adjustment and a Supplement/Stipend -** For this appointment the employee will receive a $10,000 stipend – stipends in this college range from $5,000 - $15,000 based on the scope and complexity of the department, in addition to the stipend the employee will also receive a market adjustment to the base salary that brings the base salary more in line with a CUPA market rate.

**Distinguished Faculty Award -** Dr. Tyler Kennedy has been selected as one of the 2016/17 recipients of the Distinguished Faculty in Biology Award Program. The Distinguished Faculty in Biology Award Program was established in 1955 by the Chancellor to recognize and reward emerging academic leaders among our faculty. Faculty members selected for this award carry the title for if the recipient remains a full-time faculty member and receive a $20,000 stipend/supplement.

**Increase that Includes an Appointment Length Change or FTE Adjustment** – This request includes an FTE adjustment from .75 to 1.0. For the purposes of this increase, the June 30 salary ($30,000 at 0.75 FTE) and Current salary ($30,000 at

* 1. FTE) were recalculated and represented at 1.0 FTE.”

The salaries should be represented on the submission in the following fashion:

June 30 Salary Numeric Field: recalculated as $40,000 (1.0 FTE)

Current Salary Numeric Field: recalculated as $40,000 (1.0 FTE) Proposed Salary Numeric Field: $65,000 (1.0 FTE)