

**Salary Review Policy**  
**O'Neill School of Public and Environmental Affairs**  
**Indiana University**

**Approved May 10, 2023**  
**Revised April 2024**

O'Neill School faculty members may request a Salary Review to consider salary differentials where the gap is sufficiently large that it is unlikely to be corrected through the annual merit review process and the annual salary pool.

This document describes the structure of the salary review committee, the timing of the review process, and the broad principles the committee will use to evaluate cases. The committee will prepare a written report and share it with the faculty member and the Dean of the O'Neill School. The committee's report is advisory to the Dean.

The Salary Review process laid out in this document only pertains to current faculty seeking modifications to their salary for equity reasons. None of the procedures in this process pertain to salary decisions made by the Dean's Office as part of hiring, retention, annual merit review, or promotion and/or tenure.

**Guidelines and Principles**

The O'Neill School maintains a large and multidisciplinary faculty. As a result, the distribution of salaries at the O'Neill School will – to some extent -- reflect differences in the level and structure of salaries across academic disciplines. However, salaries may also vary across faculty members due to other factors such as productivity, rank, and years in rank.

When a faculty member requests a review, the salary review committee's primary task is to judge whether the faculty member's salary is within a tolerable range of the salaries of other faculty members within the O'Neill School who are comparable in terms of:

- (i) The candidate's academic discipline, understood to be the discipline that best describes the candidate's training, research, and teaching.
- (ii) The candidate's productivity in research, teaching, and service.
- (iii) The candidate's current rank and years in rank.

**Composition of the Salary Review Committee**

Each campus will have its own salary review committee. In Bloomington, the committee will consist of the faculty group chairs and a Bloomington representative from the policy committee. In Indianapolis, the committee will consist of the program directors and an Indianapolis representative from the policy committee. The Policy committee chair from the campus from which the review request is coming will appoint a member of the policy committee to serve on the salary review committee.

## **Process**

*Faculty request* – Faculty requests for a salary review must be submitted before October 1 to be considered for adjustment in the next fiscal year. Requests that are received after October 1 will be considered in the following fiscal year. The request must be provided in writing to the chair of the faculty member's primary faculty group in Bloomington or the faculty member's academic program director in Indianapolis. It should include a rationale for the request, the faculty member's CV, and a list of three (3) proposed comparators.

*Salary Review Committee review* - The committee should select three comparators from within the O'Neill School on the campus where the faculty member is appointed who best match the candidate on relevant characteristics. (The committee may choose to use the comparators proposed by the candidate or may choose a different set.) The Associate Dean for Faculty Affairs and/or Executive Associate Dean will compile the CVs and academic year salaries of comparators.

## **Guidance**

The committee should consider differences between the salary of the faculty member under review and the comparator faculty members, and whether the differences in salary are consistent with relevant differences (in discipline, productivity, rank and years in rank) between the comparators and the faculty member under review. To that end, it may be useful to consider metrics such as the number of publications, journal quality, citations, grant activity, numbers of students taught, variety of classes, student mentoring, and service contributions.

In some situations, salary compression, which occurs over time, may cause between-rank salary disparities. This is a legitimate rationale for salary review and may require the committee to make comparisons between faculty of different rank.

Based on this information, the committee will write a report with a recommendation and supporting justification, including the comparators used. The report will be shared with the faculty member and the Dean of the O'Neill School no later than December 1.

## **Timing**

The Dean will make a determination using the committee's report and recommendation, as well as any additional relevant information. The Dean should provide a decision and justification regarding the salary review in writing to the candidate by January 15. Any O'Neill School decisions to provide an equity adjustment must then be approved by the Vice Provost for Faculty and Academic Affairs.

Candidates who are dissatisfied with the determination of this process continue to be subject to the campus level salary process. Bloomington faculty should consult the [Grievance and Review Procedures of Bloomington Academic Appointees](#). Indianapolis faculty should consult the Indianapolis [Faculty Grievances Procedures](#).