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Dear Colleagues,

I am committed to the fair and equitable distribution of compensation among all CALS employees because everyone contributes to our success. For CALS' faculty, the salary increase process has three distinct components: equity, market and merit. However, only two of these components have a formal, consistent process for appointed professionals (APs) and staff: equity and market. I think this situation is unfair.

I have described each component before but want to review them here in the context of APs and staff specifically.

- Equity reviews (based on federally defined protected classes) for APs and staff are extremely challenging because of the large number of titles and lack of comparability between positions due to the variety of duties for a given title. Salary comparison tools are provided by the university to assist supervisors with equity comparisons using years of service, degree level, and other attributes. If you believe you are being paid inequitably because of your race, color, religion, sex, national origin, age, disability, veteran status, sexual orientation, gender identity, or genetic information then you should contact the [UA Office of Institutional Equity](#).
- Market reviews for APs and staff are more straightforward because the university provides guidance in the form of suggested pay for APs and pay ranges for staff, informed by Tucson marketplace comparisons.
- Merit increases are one way we recognize exceptional performance in our college, where excellence is our shared expectation. APs and staff definitely have cases of exceptional performance that I believe deserve to be recognized. However, the funding for APs and staff merit cases is dependent upon the availability of funding at the local unit level, which depends on fiscal planning by the unit head or other unit budget holders.

I have tasked Heather Roberts-Wrenn to lead a process to identify whether or not a merit salary increase process can be implemented to recognize exceptional AP and staff performance across all CALS units at all budget management levels. If it cannot be done, then I have asked Heather to let me know why not. If it can be done, then I have asked her to let me know how, and to do this Heather will lead the process design. The process must have concurrence among all our

appointed administrators and the CALS Appointed Professionals and Staff Councils. Once this concurrence is achieved then the merit raise process must be reviewed by Jeffrey Ratje's office for UHAP, UA and ABOR policies compliance. This will be an extremely challenging, and likely iterative, task that I suspect will be unique in the entire Arizona higher education enterprise.

If this task can be completed by May 15, 2017, then I will review it and, if I concur, we will be able to implement an AP and staff annual merit raise process throughout the college at the beginning of FY18. If the May 15 deadline cannot be met, then we will be able to implement an AP and staff annual merit raise process as soon as concurrence on a plan is reached, and reviewed and approved by Jeffrey Ratje's office and me.

Best regards,

A handwritten signature in blue ink, appearing to read "Shane C. Burgess", with a long horizontal flourish extending to the right.

Shane C. Burgess