REMUNERATION AND EVALUATION GUIDELINES FOR ACADEMIC ADMINISTRATORS

Effective Date: June 7, 2013
Originating Office: Human Resources / Office of the Provost

Supersedes/ Amends: N/A
Policy Number: HR-40

NOTE: Please read this Policy in conjunction with the Omnibus Policy on the Remuneration of Senior Administrative Personnel (BD-11)

1. These Guidelines shall initially be approved by the Board of Governors. Following their initial approval, any modifications to these Guidelines shall be approved by the President and reported to the Human Resources Committee on an annual basis.

2. These Guidelines deal with:

- Salaries
- Contracts of Employment
- Other benefits

They provide a framework for the effective governance and administration of salaries and employment agreements for academic administrators covered by the Guidelines.

While salary is an important component of compensation, other elements of a total compensation package are also significant, and include: pension, benefits, leaves, perquisites, and working conditions. Working conditions also include the intrinsic value of the job, opportunities to advance, to work with peers and other colleagues, the physical environment, professional and personal growth opportunities, and the opportunity to contribute to a vibrant and stimulating organization.

3. The Objectives of the Guidelines are:

- To attract and retain the best talent
- To provide internal equity in the level of compensation
- To provide fair, competitive and equitable compensation, based on job functions, qualifications and responsibilities
- To encourage growth and professional development within jobs and to facilitate maximizing contribution within the University
- To provide for consistent and fair application of the Guidelines, within the means and resources available to the University
4. Scope

This policy applies to the employment and remuneration of academic administrators as defined below. It applies to all incumbents appointed, reappointed, renewed, or extended on or after June 7, 2013.

“Academic Administrator” means an individual who meets the criteria detailed below:

- reports to the Provost and Vice-President, Academic Affairs, the Vice-President, Research and Graduate Studies or an Academic Dean and holds the position of;
  - Deputy or Vice-Provost;
  - Associate Dean;
  - Management Librarians including Associate University Librarians;
  - Academic Administrative Executive Director; or
  - Academic Administrative Director or other employee designated by the President as an Academic Administrator

- Held a position in the CUFA bargaining unit before his/her appointment or was assured of a CUFA position upon the termination of the academic administrative appointment.

5. Salaries and Stipends

The total salary of an Academic Administrator consists of the incumbent’s nominal academic salary and an administrative stipend. (See Appendix 1 and 2).

- Stipend ranges assume the Academic Administrator meets the minimum requirements to perform the job functions.

- Stipend ranges have:
  - a minimum, which is the lowest rate the University will pay an individual in the position;
  - a maximum, which is the highest rate the University will pay an individual in the position.
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- Stipend ranges are reviewed annually.

- All requests for exceptions to these ranges shall first be discussed with the Associate Vice-President, Human Resources. Recommendations shall then be presented by the appropriate Vice-President to the President for approval.

- Salaries of Academic Administrators are reviewed annually as follows:
  - Nominal academic salaries will be adjusted as provided for in the CUFA collective agreement;
  - Stipends will be adjusted in the same manner as salary scales in the Remuneration Guidelines for Managerial and Other Employees Not Governed by a Collective Agreement (HR-39).

6. Employment Agreements

- The employment of Academic Administrators shall be governed by an employment agreement that specifies the position, term, stipend amount, administrative leave benefit, and any other relevant terms and conditions of service, as applicable.

- All employment agreements must conform to the Concordia University employment agreement template, and must be produced and approved by Human Resources.

- All employment agreements must bear two signatures (the Dean, the appropriate Vice-President or the President), in addition to that of the Academic Administrator.

- For appointments made at the Associate Vice-President or Vice-Provost levels, the relevant Vice-President will, following consultation with the Associate Vice-President, Human Resources, make a recommendation to the President, regarding the terms of an employment agreement.

- For appointments made at all other levels, the relevant Dean, Director, or other immediate supervisor will, following consultation with the Associate Vice-President, Human Resources, make a recommendation to the relevant Vice-President, regarding the terms of an employment agreement.
• The same process shall be used for any reappointment, renewal, or extension of an Academic Administrator.

• The duration of appointments is normally for three years, with exceptions in cases of interim appointments, short-term extensions, or other exceptional situations for which a three-year appointment is not practical.

Employment Agreement Renewals for Same Positions

Where an employment agreement is being renewed for the same position with no substantive change in job responsibility, the employment conditions should remain the same subject to salary review provisions within the agreement and the Guidelines.

Employment Agreement Renewals for Positions with Substantially Changed Responsibilities

• Where an employment agreement is renewed for a position that over time has substantially changed in scope and responsibility, a change in working conditions may be considered.

• Where this is the case, no change to working conditions may be effected without prior consultation with the Associate Vice-President, Human Resources and approval of the appropriate Vice-President or President.

7. Scholarly Research Allowance

• The scholarly research allowance enables Academic Administrators to maintain their scholarly and creative activities or assists them with remaining current in their area of expertise by attending conferences, subscribing to publications, purchasing a computer or other similar expenses.

• Academic Administrators will be reimbursed for expenses related to scholarly research up to an amount which normally shall not exceed $2,500 per annum.

8. Vacation
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• Vacation is accrued at the same rate as that of members of the CUFA bargaining unit, that is, twenty-two (22) days per year. It is expected that Academic Administrators will use their vacation entitlement before the conclusion of their term of office.

9. Retirement

• The Academic Administrator must return to the CUFA bargaining unit in order to take advantage of any of the privileges provided by the CUFA collective agreement (leaves, early retirement etc.). The administrative term(s) including any administrative leave earned will not count towards sabbatical eligibility. Academic Administrators who retire from the University under Article 42 of the CUFA collective agreement during or following their administrative term(s) are eligible for retirement-related remuneration only at the nominal academic salary effective at the time of their retirement.

10. Academic Responsibilities While Holding Office

• Academic Administrators may be assigned teaching responsibilities as part of their appointments, at the discretion of their supervisor. All courses taught by Academic Administrators shall be considered as part of the duties eligible for performance evaluation.

11. Annual Evaluation

• The supervisor of the Academic Administrator shall undertake an annual performance review of the incumbent.

• In the event that the findings and conclusions of the annual performance review are unsatisfactory, the supervisor shall bring the matter to the attention of his/her supervisor who shall consult with the Associate Vice-President, Human Resources in order to determine the appropriate steps to be taken.

12. Upon the Conclusion of a Term(s) of Office

• At the conclusion of an incumbent’s term of office, he/she shall benefit from an administrative leave, the purpose of which is to allow time for the resumption of the incumbent’s academic and research activities.
• The duration of the administrative leave is calculated at the rate of two (2) months of leave per year of service in the administrative appointment, to a maximum of one year’s leave. The total salary rate during the administrative leave is comprised of the average of the nominal academic salary along with the average stipend earned during the term of office. If an incumbent’s term of office is more than six (6) years, he/she shall receive monetary compensation in lieu of administrative leave at the rate of one (1) month’s average of the nominal academic salary plus administrative stipend for each year of service beyond six (6) years.

• Subject to the approval by the appropriate Vice-President, in the first six (6) years of service, monetary compensation in lieu of administrative leave may be made only under exceptional circumstances, such as:
  
  o the incumbent will retire immediately upon ending a term of office;

  o if taking the full amount of leave would mean that an incumbent would return to his/her regular duties at a date inconvenient for scheduling subsequent teaching duties;

  o if an incumbent’s department requires his/her immediate service to teach courses that cannot be taught by other faculty members.

  o If an incumbent immediately assumes another Academic Administrative position.

• Such monetary compensation is paid at the rate of the value equal to one (1) months’ average nominal academic salary plus administrative stipend, per year of service. Based on the term limits described above, the total monetary compensation in lieu of administrative leave may not exceed six (6) months’ average salary.

• Administrative leaves shall be taken and/or monetary compensation in lieu of leave shall be paid immediately upon the conclusion of an incumbent’s term of office and before he/she returns to the CUFA bargaining unit. Administrative leaves and/or monetary compensation in lieu of leave may not be banked or otherwise deferred.

• Administrative leaves may be combined with deferred sabbatical leaves, but the total duration of such combined leaves may not exceed one year, or two years in the case of sabbatical leaves of such duration. In cases where a combined administrative leave and
sabbatical leave amounts to more than one year, or two years in the case of a two-year sabbatical leave, monetary compensation must be made in lieu of the appropriate portion of the administrative leave.

All monetary compensation in lieu of administrative leave shall normally be made as a single lump sum payment. If leaves or payouts are being made for service in a combination of positions, separate calculations are made for the entitlement from each position as if the incumbent concluded his/her service in the position, and then the totals of these calculations are combined.

• For incumbents at the Associate Vice-President or Vice-Provost levels, requests for administrative leaves and/or monetary compensation are made to the appropriate Vice-President, who reviews the request and forwards a recommendation to the President for a final decision.

• For appointments made at all other levels, requests for administrative leaves and/or monetary compensation are made to the relevant Dean, Director, or other direct supervisor, who reviews the request and forwards a recommendation to the appropriate Vice-President for a final decision. Any exceptions to these Guidelines must go to the President for approval.

• Academic Administrators may not be employed on a full-time basis by another employer while on administrative leave. If an incumbent accepts a position at another employer, he/she must resign his or her position at the University, and monetary compensation prorated for the remaining administrative leave period shall be paid.

During administrative leaves, Academic Administrators will continue to be reimbursed for scholarly development expenses in accordance with paragraph 7 above.
APPENDIX 1
Stipends
Last updated: June 2017

The total salary range for Academic Administrators excluding Associate Deans (see Appendix 2) is as follows:

- $129,710 - $158,111 - $186,512 (equivalent to AVP2 level of the Remuneration and Evaluation Guidelines for Managerial and Other Employees Not Governed by a Collective Agreement (HR-39)).

- In order to reach the total salary range provided for above, stipends will normally be applied to the nominal academic salary as follows:
  - $20,914 for the first term
  - $26,142 for the second and subsequent terms.

- The stipend may be increased as required to adjust the total salary of the incumbent to at least the minimum of the AVP2 range, or to a salary deemed appropriate by the Provost and Vice-President, Academic Affairs or Vice-President, Research and Graduate Studies in consultation with the Associate Vice-President, Human Resources consistent with the Remuneration and Evaluation Guidelines for Managerial and Other Employees Not Governed by a Collective Agreement (HR-39).

- For a second term, the incumbent’s total salary should be close to the notional midpoint of the salary range as a minimum.

- The total salary cannot exceed the maximum of the range without the express approval by the Provost and Vice-President, Academic Affairs or Vice-President, Research and Graduate Studies, in consultation with the Associate Vice-President, Human Resources.

- Stipend amounts should be reviewed annually along with the salary ranges for AVP2, in the same manner as provided for in the Remuneration and Evaluation Guidelines for Managerial and Other Employees Not Governed by a Collective Agreement (HR-39).
The total salary range for the positions of Associate Deans is as follows:

- $107,748 - $126,785 - $145,821 (maximum is equivalent to Level 1 of the Remuneration and Evaluation Guidelines for Managerial and Other Employees Not Governed by a Collective Agreement (HR-39)).

- In order to reach the total salary range provided for above, stipends will normally be applied the nominal academic salary as follows:
  - $13,594 for the first term
  - $15,685 for the second and subsequent terms.

- The stipend may be increased as required to adjust the total salary of the incumbent to at least the minimum of the scale, or to a salary deemed appropriate by the Provost and Vice-President, Academic Affairs in consultation with the Associate Vice-President, Human Resources consistent with the Remuneration and Evaluation Guidelines for Managerial and Other Employees Not Governed by a Collective Agreement (HR-39).

- For a second term, the incumbent’s total salary should be close to the notional midpoint as a minimum.

- The total salary cannot exceed the maximum of the range without the express approval by the Provost and Vice-President, Academic Affairs in consultation with the Associate Vice-President, Human Resources. For this purpose the salary considered should exclude market supplements and other permanent supplements that are reflective of the individual situation.

- Stipend amounts should be reviewed annually along with the salary ranges, in the same manner as provided for in the Remuneration and Evaluation Guidelines for Managerial and Other Employees Not Governed by a Collective Agreement (HR-39).