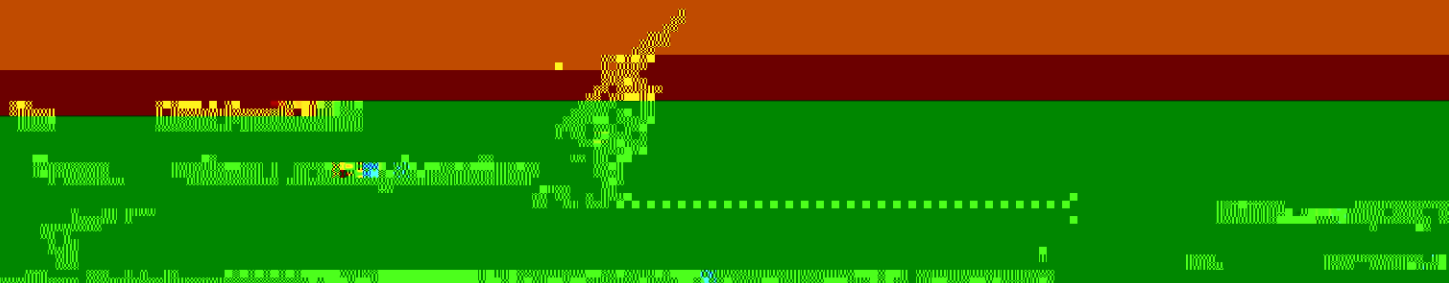


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III. Guidelines

A. Merit Increases

Merit or other increases to base pay for performance or tenure are not authorized.

B. Cost of Living Adjustment

As stated previously, all regular USM faculty and staff will receive a 2.0% cost of living increase on January 1, 2019. Also, if FY 2018 general fund revenues exceed forecasted levels by at least \$75 million, these employees will receive an additional 0.5% COLA and a one-time \$500 bonus effective April 1, 2019. Institutions may elect to provide a COLA to contractual faculty and contingent staff employees as a matter of institution discretion.

1. **Nonexempt Staff Salary Structure:** Will remain in place.

2. **Exempt Staff Salary Structure:** As mentioned above, the structure implemented in January 1, 2017 will remain in effect until January 1, 2019, and then will increase 2.0% to match the Cost of Living Adjustment granted on that day.

D. Minimum Wage

The minimum wage for Maryland workers will increase to \$10.10 per hour starting July 1, 2018. The minimum wage applies to all USM employees, including student employees and general assistants.

E. Other Types of Compensation Increases Not Restricted by the Guidelines:

1. **Retention** (to be used judiciously when necessary to retain a difficult-to-replace employee).

2. **Variable Compensation Programs for Faculty**

Institutions with established faculty incentive programs (e.g., Total Approved Salary) related to externally funded contracts, grants, and clinical services may

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6. Payment for Additional Duties (e.g. summer and winter term teaching, overload teaching, on-call or clinical coverage, and temporary service in an acting capacity).
7. Established Institution Awards (including Board of Regents awards for staff and

Provide a written explanation of the proposed compensation for each position.

For each position, the proposed compensation should be based on the following factors:

1. The position's relative value to the organization.

2. The position's relative value to the market.

3. The position's relative value to the organization's budget.

4. The position's relative value to the organization's mission and vision.

5. The position's relative value to the organization's strategic plan.

6. The position's relative value to the organization's financial goals.

7. The position's relative value to the organization's overall performance.

8. The position's relative value to the organization's reputation.

9. The position's relative value to the organization's culture.

10. The position's relative value to the organization's diversity and inclusion efforts.

11. The position's relative value to the organization's sustainability efforts.

12. The position's relative value to the organization's overall success.

13. The position's relative value to the organization's long-term growth.

14. The position's relative value to the organization's innovation and creativity.

15. The position's relative value to the organization's customer satisfaction.

16. The position's relative value to the organization's employee engagement.

17. The position's relative value to the organization's overall impact on society.

18. The position's relative value to the organization's overall success.

19. The position's relative value to the organization's overall success.

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