



Applies to: Faculty

Responsible Office

Office of Academic Affairs

POLICY

Issued: 07/26/2004

Revised: 04/13/2026 (minor revision)

The university strives to retain and recruit world-class faculty. To support such initiatives, the compensation rate for individual positions is primarily established by relevant competitive markets, as well as the impact of individual positions on the unit's mission, as feasible within the unit's budget. Compensation rates for individuals should vary with the credentials and performance of individuals holding the positions. Compensation decision makers, in consultation with the Office of Human Resources Compensation, should monitor equity patterns across groups of similarly employed individuals and address observed inequities in a timely way. Units must offer benefits to tenure-track faculty and clinical/teaching/practice faculty above 50% FTE.

Purpose of the Policy

To establish requirements for compensation decisions to support the recruitment, performance, and retention of high-quality faculty.

Policy Details

- I. Standard Principles
 - A. Salary increases
 - 1. Unit heads determine the base pay of an individual's compensation based on performance and market data. Annual merit increases must be distributed in a way that allows the maximum number of faculty to receive appropriate compensation.
 - 2. Step, across-the-board, longevity, cost-of-living, or other increases indicative of minimum entitlements may have an adverse effect on equity by negating appropriate variation among individuals. Such increases are not a part of the university's compensation strategy except in extraordinary circumstances.
 - B. A zero salary increase is appropriate in the following instances:
 - 1. Inadequate performance of an individual whose deficiencies have been documented and communicated to the individual throughout the performance cycle, to the extent permitted by available information;
 - 2. Failure by an individual to provide required documentation of their performance or to complete the required annual sexual misconduct training and other anti-discrimination and harassment training as directed by the university; or
 - 3. Current salary of individual substantially exceeds market or salaries of other individuals within the same unit with similar duties, levels of performance, and experience/qualifications.
- II. Compensation in Excess of Base Salary
 - A. Faculty compensation in excess of the base salary generally will take the form of:
 - 1. Additional duty compensation;
 - 2. Off-duty period compensation for 9-month faculty;
 - 3. One-time cash payment; or
 - 4. Administrative compensation.
 - B. Approvals
 - 1. All arrangements for compensation in excess of the base salary require prior approval from the appropriate administrators identified in the Procedure section below.. .
 - 2. When approving compensation in excess of the base salary, the appropriate administrator(s) must consider whether the faculty member is fully and satisfactorily performing all responsibilities for which



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the base salary is paid, as well as the impact of the extra work on the performance of these responsibilities plus any concurrent extra compensation arrangements.

3. In the interest of the university and the university's responsibility as a public institution, faculty who are underperforming in any aspect of their primary position are not to receive additional compensation.

PROCEDURE

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I. Additional Duty Compensation

- A. Additional duty compensation may not exceed 20% of the base pay from September 1 through August 31. Additional compensation in excess of 20% of the base salary is rare, must be justified by unusual circumstances, and requires OAA preapproval.
- B. Additional duty compensation is for temporary work clearly beyond the faculty member's normal assignments, in an amount appropriate to the allocation of time necessary to complete the extra assignment.
- C. The additional assignment is to be nonrecurring and clearly limited in time and scope.
- D. Additional duty compensation is for use only during on-duty periods and is not be used in combination with off-duty period compensation (see Procedure II below).
- E. Additional duty compensation on the Columbus campus must be approved by the tenure-initiating unit (TIU) head and college dean. On regional campuses, additional duty compensation must be approved by the campus dean.
- F. Income generating programs exception to 20% cap on additional duty compensation
 1. Colleges that offer income generating educational programs to off-campus offices may negotiate agreements with OAA that allow exceptions to the 20% cap on additional duty compensation, when paying market rates for such activity would necessitate exceeding the cap for some individuals.
 2. The time commitment for additional duty compensation must not exceed one business day per week even if the 20% compensation cap is exceeded.
 3. Colleges must forward requests for such an exception to OAA for preapproval. The proposal requesting the exception is to contain the following information:
 - a. description of the income-generating program;
 - b. supporting data to justify the need for the exception;
 - c. estimate of the number of faculty likely to have additional duty compensation exceeding the cap;
 - d. extent to which the cap will be exceeded; and
 - e. formal plan for monitoring faculty time commitment and performance in regular duties.

II. Off-Duty Period Compensation for 9-Month Faculty

- A. Faculty are able to earn up to the equivalent of 3/9 of their academic salary in off-duty compensation during eligible off-duty periods.
- B. Off-duty period compensation for 9-month faculty can come from a combination of external funds and university funds, provided that:
 1. The university funds portion does not exceed 2/9 of the base salary, and
 2. The external funds portion, which includes external grants, sponsored research projects, and contract funds, does not exceed 2.5/9 of the base salary.
- C. Additional duty compensation may not be used to exceed the limit and must not be paid during off-duty periods.
- D. Off-duty period compensation may consist of a flat dollar amount or be computed in terms of ninths, such that compensation for a full month of off-duty effort equals one-ninth (1/9) of the nine-month on-duty base salary based on a standard nineteen (19) working-day month. (See [University Faculty Rule 3335-5-07](#), Definition of faculty duties and responsibilities.)

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- E. Nine-month faculty earning 3/9 during the off-duty period are expected to be on duty during these three months and must account for their time and effort in accordance with Office of Sponsored Programs (OSP) guidelines.
- F. Off-duty period compensation on the Columbus campus must be approved by the TIU head and college dean. On regional campuses, off-duty compensation must be approved by the campus dean.

III. One-Time Cash Payment

- A. A one-time cash payment to faculty may be given, in addition to their base salary, for exceptional work on a non-continuing project that was not otherwise subject to additional compensation, as a negotiated bonus upon the accomplishment of written goals or during critical periods such as an organizational transition, or as a retention bonus. For additional information see [Reward and Recognition 3.15 policy](#). Guidance regarding payment of bonuses in the context of the merit process is available on the [OHR Compensation webpage](#).
- B. A one-time cash payment is not to be used as a substitute for a permanent salary increase where the latter is justified.
- C. One-time cash payments on the Columbus campus must be approved by the TIU head, college dean, and OAA. On regional campuses, one-time cash payments must be approved by the campus dean and OAA.
- D. For budgetary reasons, the executive vice president and provost and senior vice president for talent, culture, and human resources may in certain years prohibit such payments. A decision to not allow cash payments will be conveyed to the Council of Deans as soon as possible.

IV. Administrative Compensation

- A. Administrative assignments may entail extra compensation, appropriate to the magnitude of duties, in the form of a temporary administrative attachment and/or off-duty period appointment. Any off-duty period compensation must follow the requirements stated in Procedure II above.
- B. Administrative attachments provide extra compensation in recognition of the increased responsibilities attached to the specific administrative role.
- C. Administrative compensation is added at the beginning of the appointment and removed at its conclusion, and should in no circumstance be retained. The letter of offer must spell out the specifics of any administrative compensation and identify step-down arrangements for removing the administrative compensation.
- D. When a faculty member steps down from a 12-month administrative appointment to a 9-month faculty appointment, all accrued vacation is forfeited (see [Paid Time Off 6.27 policy](#)). See the [Faculty Appointments, Faculty Workload, Tenure, policy](#) for information on converting between 9- and 12-month appointments.
- E. An administrative attachment may be included in an off-duty period appointment for 9-month faculty in an administrative position when justified by specific responsibilities associated with the appointment.
- F. Faculty members receiving an additional off-duty appointment from external grants and contracts should not receive administrative attachments on that external compensation.
- G. Exceptions to the administrative compensation procedures stated above will be considered on a case-by-case basis. Specific proposals are to be forwarded to OAA for review.
- H. Administrative compensation on the Columbus campus requires approval from the college dean (unless the prospective appointment is for the college dean) and OAA. On regional campuses, administrative compensation must be approved by the campus dean (unless prospective appointment is for the campus dean) and OAA.

V. Counter Offers

- A. The university is committed to retaining its faculty through appropriate salary support as well as other resources. Ongoing assessment of salaries through the annual merit process, including analysis of equity and market data, is critical to faculty retention and helping to deter faculty seeking offers from other institutions in order to gain a salary adjustment.
- B. When a department seeks to retain a faculty member who receives an offer from another institution, a counter offer may be appropriate.



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- C. In general, such retention efforts should be reserved for faculty members who have a documented offer from a peer institution. The department is not obligated to provide a counter offer if circumstances do not warrant it.
- D. In formulating counter offers, units are to consider other aspects of the appointment, such as research support and modification of duties.
- E. Salary increases associated with counter offers will normally be effective at the beginning of the next appointment year.
- F. As part of the university’s commitment to retention, OAA, at its discretion, will fund up to 50% of the increase in salary to colleges that are making counter offers. OAA’s contribution consists of cash for three years only, is contingent upon availability of central funds, and is not guaranteed.
- G. When approval is given by OAA for an immediate base salary increase, the unit must cover the cost from its own funds.
- H. Requests for an off-cycle promotion review as part of a counter offer must include documentation comparable to that prepared during a regular review before it is submitted to OAA (review at the TIU level followed by review by the dean). Consultation with the college promotion and tenure committee is at the discretion of the dean.
- I. In general, promotions granted after an off-cycle review will be effective at the beginning of the next appointment year. Faculty receiving such promotions will be eligible for central funding in accordance with the merit guidelines at the time the promotion is effective.
- J. Units wishing to make a promotion effective at a different time will not be eligible for central promotion funding.

VI. Salary Equity and Market Adjustments

- A. The unit head initiates a proposal to provide a salary equity or market increase. A proposal to provide a base salary equity increase may also be the result of review under the Faculty Salary Equity Appeals Process (See [OAA Procedures and Guidelines Handbook](#)).
- B. Equity and market increases are normally provided at the beginning of the individual's next appointment year.
- C. Requests for midyear increases are rare and must include an explanation for the increase and why it was not possible to make the adjustment at the normal time.
- D. It is inappropriate for a unit head to propose or to offer retroactive adjustments. OAA will not approve retroactive salary equity and market increases.
- E. The request for an adjustment of salary must include both an adequately detailed explanation to establish that an inequity or substantial deviation from market salary exists and why it was not possible to make the adjustment at the normal time, if applicable.
- F. Units must not inform a faculty member that an equity or market adjustment will be made before all the required approvals have been obtained.
- G. Approval of salary equity or market adjustments, and for midyear salary increases, for the Columbus campus requires approval of the TIU head, college dean, and OAA. For regional campus, such adjustments require approval of the campus dean and OAA.

Responsibilities

Position or Office	Responsibilities
Campus dean	<ol style="list-style-type: none"> 1. Approve additional duty compensation on regional campuses. 2. Approve off-duty period compensation on regional campuses. 3. Approve one-time cash payments on the regional campuses in consultation with OAA. 4. Approve administrative compensation in consultation with OAA. 5. Approve salary equity or market adjustments on regional campuses in consultation with OAA.
College dean	<ol style="list-style-type: none"> 1. Approve additional duty compensation on the Columbus campus in consultation with the TIU head. 2. Approve off-duty period compensation on the Columbus campus in consultation with the TIU head. 3. Approve one-time cash payments on the Columbus campus in consultation with the TIU head and OAA. 4. Approve administrative compensation in consultation with OAA.

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	<ol style="list-style-type: none"> 5. Approve equity or market adjustments for the Columbus campus in consultation with the TIU head and OAA. 6. Approve midyear salary increases for the Columbus campus in consultation with the TIU head and OAA.
Colleges that offer income generating educational programs to off-campus offices	Forward requests for OAA preapproval for exceptions to the 20% cap on additional duty compensation, when paying market rates for such activity would necessitate exceeding the cap for some individuals, as set forth in the policy.
Nine-month faculty earning 3/9 during the off-duty period	Be on duty during these applicable months and account for time and effort in accordance with OSP guidelines.
OAA	<ol style="list-style-type: none"> 1. Preapprove additional duty compensation exceeding 20% of base pay, in rare circumstances. 2. Negotiate agreements that allow exceptions to the 20% cap on additional duty compensation with colleges that offer income generating educational programs to off-campus offices. 3. Approve one-time cash payments on the Columbus campus in consultation with the TIU head and college dean. 4. Approve one-time cash payments on the regional campuses in consultation with the campus dean. 5. Approve administrative compensation on the Columbus campus in consultation with the college dean (unless the prospective appointment is for the college dean). 6. Approve on the regional campuses in consultation with the campus dean (unless prospective appointment is for the campus dean). 7. Approve equity or market adjustments for the Columbus campus in consultation with the TIU head and college dean. 8. Approve salary equity or market adjustments for regional campuses in consultation with the campus dean. 9. Approve midyear salary increases for the Columbus campus in consultation with the TIU head and college dean. 10. Approve midyear salary increases for the regional campuses in consultation with the campus dean.
TIU head	<ol style="list-style-type: none"> 1. Approve additional duty compensation on the Columbus campus in consultation with the college dean. 2. Approve off-duty period compensation on the Columbus campus in consultation with the college dean. 3. Approve one-time cash payments on the Columbus campus in consultation with the college dean and OAA. 4. Approve equity or market adjustments for the Columbus campus in consultation with the college dean and OAA. 5. Approve midyear salary increases for the Columbus campus in consultation with the college dean and OAA.
Unit	<ol style="list-style-type: none"> 1. Offer benefits to tenure-track faculty and clinical/teaching/practice faculty above 50% FTE. 2. Cover costs from its own funds for counter offers when approval is given for an immediate base salary increase. .
Unit head	<ol style="list-style-type: none"> 1. Determine base pay of an individual's compensation based on performance and market data. 2. Initiate proposal to provide a salary equity or market increase.

Resources

Forms

Counter-Offer Off-Cycle Salary Increase Request, oaa.osu.edu/policies-guidelines-forms

STRS Notification of Professional Leave of Absence, strsoh.org/employer/pdfs/forms/50-135.pdf

Additional Duty Compensation Request, <https://hr.osu.edu/wp-content/uploads/form-additional-duty-compensation-request.pdf>



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Governance Documents

- Bylaws of the Board of Trustees, trustees.osu.edu/bylaws-and-rules/bylaws
- Faculty Appointments, Faculty Workload, Tenure, and Retrenchment policy, go.osu.edu/faculty-appointments-policy
- Faculty Professional Leave policy, go.osu.edu/faculty-pro-leave-policy
- Outside Activities and Conflicts policy, go.osu.edu/outside-activities-policy
- Paid Time Off 6.27 policy, hr.osu.edu/policy/policy627.pdf
- Reward and Recognition 3.15 policy, hr.osu.edu/policy/policy315.pdf
- Rules of the University Faculty, trustees.osu.edu/bylaws-and-rules/university-faculty-rules
- Staff Compensation 3.10 policy, hr.osu.edu/policy/policy310.pdf

Additional Guidance

- Annual Merit Process, hr.osu.edu/services/compensation/merit
- Employee Benefits Eligibility, hr.osu.edu/benefits/eligibility
- OAA Procedures and Guidelines Handbook, faculty.osu.edu/procedures-guidelines-handbook
- Faculty Salary Appeals Process, faculty.osu.edu/procedures-guidelines-handbook

Contacts

Subject	Office	Telephone	E-mail/URL
Administrative compensation	Office of Academic Affairs	614-292-5881	oaa.osu.edu
Annual Merit Process	HR Connection	614-247-myHR (6947)	HRConnection@osu.edu
Counter offers	Office of Academic Affairs	614-292-5881	oaa.osu.edu
Faculty extra compensation	Office of Academic Affairs	614-292-5881	oaa.osu.edu
Income generating programs	Office of Academic Affairs	614-292-5881	oaa.osu.edu
Midyear salary increases	Office of Academic Affairs	614-292-5881	oaa.osu.edu
Paid external consulting	Office of Academic Affairs	614-292-5881	oaa.osu.edu
Retirement	HR Connection	614-247-myHR (6947)	HRConnection@osu.edu
Salary equity and market adjustments	Office of Academic Affairs	614-292-5881	oaa.osu.edu
Unpaid leave of absence	Office of Academic Affairs	614-292-5881	oaa.osu.edu

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