University of Toledo

Compensation Standards

🌟 Purpose

The University of Toledo and UTHealth utilizes a total rewards approach to attract, motivate, and retain a talented workforce that supports the university's mission of medical care, education, research, and public service—while adhering to principles of equity, fiscal responsibility, and institutional excellence.

🧭 Guiding Principles

- **Equity & Fairness**: Ensure compensation practices are free from bias and discrimination, promoting pay equity across roles and demographics.
- **Transparency**: Maintain clear communication on compensation structures, decision-making processes, and criteria for advancement and rewards.
- **Competitiveness**: Benchmark salaries and benefits against peer institutions and regional market data to stay competitive while honoring public stewardship.
- **Performance & Contribution**: Recognize individual and team achievements that advance the university's strategic goals.
- **Stewardship**: Ensure that public funds are used responsibly, balancing compensation needs with institutional sustainability.
- **Compliance**: Adhere to all federal, state, and university regulations, including collective bargaining agreements where applicable.

🧩 Components of Total Rewards

- **Base Salary**: Set using job responsibilities, market comparisons, internal equity, and academic discipline norms. Provide annual increases to keep employees moving through the pay range.
- **Benefits**: Provide comprehensive healthcare, retirement, tuition assistance, and wellness resources to support employee well-being.
- **Additional Pay**: Where appropriate, provide incentives for research productivity, temporarily performing higher level administrative duties, athletic camps, and academic awards.
- **Promotional Opportunities:** Providing growth opportunities and developing employees to promote up into the organization. Encouraging leaders to develop succession plans within their areas.
- **Non-Monetary Rewards**: Foster meaningful recognition through professional development, sabbaticals, wellness programs, and campus honors.

- **Recognition Programs**: Awards and career development opportunities for outstanding performance and service.

📊 Positioning to Market

The university is committed to aligning compensation with regional, national, and peer institution benchmarks to ensure fair and competitive pay structures. This approach supports the recruitment and retention of high-performing talent across all roles. Communicate openly with stakeholders about compensation changes and priorities

🔍 Benchmarking Strategy

- **Market Surveys**: Utilize reputable healthcare and higher education/public sector compensation surveys to inform salary decisions.
- **Peer Institution Comparisons**: Reference salaries from similar organizations, adjusted for geographic, institutional size, and programmatic factors.
- **Job Classification Alignment**: Group jobs by function, scope, and responsibility level to evaluate appropriate market comparisons.

🧮 Positioning Guidelines

- **Target Range**: Position salaries within a defined range (e.g., 80%–120% of market median), based on experience, qualifications, performance, and internal equity.
- **Entry-Level Roles**: Typically start below the market median to allow growth over time.
- **Advanced/Strategic Roles**: May be placed at or above the market median to ensure competitiveness and support critical university functions.
- **Faculty Positions**: Consider academic discipline, rank, and research output, with allowances for market demand and grantsmanship.
- **Union Positions**: Determination of step and longevity to advance pay to stay competitive in the region.

📣 Transparency & Review

- Salary placement decision rules are documented in the compensation policy and reviewed every three years.
- Compensation positioning is shared with affected employees through clear communication.
- Adjustments in job, grade, or pay are made as needed based on market shifts, organizational priorities, and budget availability.