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Marshall University

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EXECUTIVE COMMITTEE
RECOMMENDATION

SR-94-95-(86)193(EC)

To approve the attached Procedures for the Implementation of Executive Policy Bulletin No. 5: Guidelines for Salary Administration.

RATIONALE: Executive Policy Bulletin No. 5 (a copy of which is attached) was approved by the Faculty Senate in 1994. That document sets out guidelines, but does not provide detailed procedures for implementation. These procedures were developed by an Ad Hoc Committee that included representatives from each college.

FACULTY SENATE PRESIDENT:

APPROVED
BY SENATE: Bethan W Gross DATE: 5/16/95

DISAPPROVED
BY SENATE: _____ DATE: _____

UNIVERSITY PRESIDENT:

APPROVED: [Signature] DATE: _____

DISAPPROVED: _____ DATE: _____

COMMENTS:

Approved with understanding that
it must be renewed next year and that
SB 547 considerations may have ramifications
for this policy

WR

PROCEDURES FOR THE IMPLEMENTATION OF EXECUTIVE POLICY BULLETIN NO. 5: GUIDELINES FOR SALARY ADMINISTRATION

BACKGROUND:

- 1) The minimum salary schedule no longer exists.
- 2) Salaries are determined by discipline and based on salaries from the peer institutions shown in Attachment A to Executive Policy Bulletin No. 5. The reported averages from these peer institutions do not consider years of service or years in rank.

BASIC UNDERSTANDINGS:

- 1) No faculty member will have his/her salary reduced based on changes in the average salaries reported by the peer institutions or from being promoted.
- 2) Raises associated with promotions will be fully funded in accordance with Board of Trustees policy.

BASIC DEFINITIONS:

- 1) Gap - The difference between an individual faculty member's salary and the peer group average salary for a faculty member of similar discipline and rank.
 - 2) Allocatable Funds - Funds that can be used for salaries that are free from restrictions.
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ALLOCATION PROCEDURE:

- 1) Promotions will be fully funded from Allocatable Funds.
- 2) Those allocatable funds in excess of what is needed to fund promotions (the Excess Allocatable Funds) shall be distributed in the following manner:
 - a) 90% of the Excess Allocatable Funds will be used for gap closing. This amount of money shall be referred to as Gap Closing Funds.
 - b) 10% of the Excess Allocatable Funds will be used for merit awards. This amount of money shall be referred to as Merit Award Funds.

3) Gap Closing Funds shall be distributed using as follows:

- a) For each faculty member, an Adjusted Individual Peer Group Salary will be calculated as follows:
 - i) The Peer Group Average Salary for all faculty members except those in the Community and Technical College will be obtained from the survey of peer institutions as shown in Attachment A to Executive Policy Bulletin No. 5.
 - ia) The Peer Group Average Salary for members of the Community and Technical College will be provided by the Dean of the Community and Technical College from a survey of comparable institutions.
 - ii) The Peer Group Average Salary will be adjusted by the Longevity Factors in Exhibit 1 of this document to establish the Adjusted Individual Peer Group Salary.

b) For each faculty member, the percentage that his/her salary is below the Adjusted Individual Peer Group Salary shall be calculated (the Individual Percent Gap). In those cases where a discipline specialty is not represented in the peer group averages, the Individual Percent Gap will be calculated relative to the most appropriate available peer group average as determined by the Dean of the college in consultation with the affected faculty. Should a faculty member have a salary greater than the Adjusted Individual Peer Group Salary, the Individual Percent Gap will be defined as 0%.

c) The Individual Percent Gaps for all faculty members will be totaled (the Aggregate Percent Gap).

d) For each faculty member the Individual Gap Closing Factor will be calculated as follows:

$$\text{Individual Gap Closing Factor} = \frac{\text{Individual Percent Gap}}{\text{Aggregate Percent Gap}}$$

e) The Individual Gap Closing Factors for all faculty members within a Department/Division shall be totaled to create the Unit Gap Closing Factor.

f) The amount of funds allocated to each Department/Division (the Unit Gap Closing Award) will be calculated as follows:

$$\text{Unit Gap Closing Award} = (\text{Unit Gap Closing Factor}) * (\text{Gap Closing Funds})$$

g) Each Department/Division will develop a plan for the distribution of the Unit Gap Closing Award according to the provisions of Executive Policy Bulletin No. 5. This plan will include any factors relevant to the faculty members in that unit. Once developed, this plan is subject to revision to address the

changing needs of each unit. This plan will be approved by the Dean of the appropriate college, and a copy will be forwarded to the Senior Vice-President for Academic Affairs.

- h) The Gap Closing Funds allotted to each faculty member become a part of that faculty member's permanent salary.
 - 4) Merit Award Funds shall be distributed as specified in Section IV. of Executive Policy Bulletin No. 5.
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EXHIBIT 1

Longevity Factors

<u>Years in Rank</u>	<u>Longevity Factor</u>
0	0.928
1	0.940
2	0.952
3	0.963
4	0.975
5	0.988
6	1.000
7	1.012
8	1.025
9	1.038
10	1.051
11	1.064
12	1.077
13	1.091
14	1.104
15	1.118
16	1.132
17	1.146
18	1.161
19	1.175
20	1.190
21	1.205
22	1.220
23	1.235
24	1.251
25	1.266
26	1.282
27	1.298
28	1.314
29	1.331
30	1.347

To illustrate the manner in which funds would be allotted to a specific department, assume that there is a department composed of three professors with the following qualifications and market salary structure:

NAME	RANK	YEARS IN RANK	MARSHALL SALARY	PEER GROUP AVERAGE SALARY
PROF A	Assistant	4	\$30,000	\$35,000
PROF B	Associate	6	\$40,000	\$45,000
PROF C	Full	10	\$50,000	\$55,000

The calculation of the Unit Gap Closing Award would be as follows:

Professor A: Adjusted Individual Peer Group Salary = \$35,000 * .975 = \$34,125

$$\text{Individual Percent Gap} = 1 - \frac{\$30,000}{\$34,125} = 12.2\%$$

Professor B: Adjusted Individual Peer Group Salary = \$45,000 * 1.000 = \$45,000

$$\text{Individual Percent Gap} = 1 - \frac{\$40,000}{\$45,000} = 11.1\%$$

Professor C: Adjusted Individual Peer Group Salary = \$55,000 * 1.051 = \$57,805

$$\text{Individual Percent Gap} = 1 - \frac{\$50,000}{\$57,805} = 13.5\%$$

These three professors would contribute (12.2% + 11.1% + 13.5%) = 36.8% to the Aggregate Percent Gap. Assume further that the Aggregate Percent Gap for the entire faculty is 4000%.

Professor A: Individual Gap Closing Factor = $\frac{12.1\%}{4000\%} = .00305$

Professor B: Individual Gap Closing Factor = $\frac{11.1\%}{4000\%} = .00278$

Professor C: Individual Gap Closing Factor = $\frac{13.5\%}{4000\%} = .00338$

The Unit Gap Closing Factor would be $(.00305 + .00278 + .00338) = .00921$

If a total of \$500,000 were available as Gap Closing Funds, the Unit Gap Closing Award received by this department would be:

$$\text{Unit Gap Closing Award} = .00921 * \$500,000 = \$4,605$$

This amount would be distributed among the three faculty members according to the plan previously developed by the department and approved by the dean.

EXECUTIVE POLICY BULLETIN NO. 5

March 28, 1994

Guidelines for Salary Administration at Marshall University

As an institution of higher learning Marshall University is committed to salary policies which are fair and easily understood, reflect market conditions and provide for merit. The following policies reflect those commitments.

CLASSIFIED STAFF

The university, as a part of the West Virginia higher education system, is committed to a statewide, market-oriented, equitable system of classification and salary administration. When funds are provided by the Legislature for classified salary increases, with sufficient flexibility, Marshall University will have as its first and foremost policy the full funding of the classified system before awarding any across-the-board increases.

NON-CLASSIFIED STAFF

The university is committed to a market-oriented, merit-based system of salaries for its non-classified staff. When funds are available those principles will be followed in awarding salary increases.

FACULTY

Marshall University's highest priority is to provide the most equitable compensation possible to its faculty. It recognizes the need to respond to differential salary expectations of the various disciplines, the responsibility to guarantee minimum salary schedules regardless of discipline, the importance of rewarding

outstanding performance, and the necessity of addressing increases in costs of living which affect all members of the faculty.

When the university secures funds that could be made available for salary increases, without restrictions, those funds would be utilized to: Implement the minimum salary schedule (WV State Code 18B-8-2); provide salary increases which recognize disciplinary differences and adjust inequitable pay, and provide salary increases which reward meritorious performance. (Legislative restrictions on salary increases would be addressed first in any salary increase process.)

I. Promotions

As promotion is an important form of recognition of meritorious performance, the first allocation each year will be to assure the mandated ten percent increase which comes with promotion in rank.

II. Minimum Salary Schedule.

Those remaining funds available for salary increases will be used to implement the minimum salary schedule with the goal of having all faculty being on the minimum schedule as prescribed by rank and years of service on a pro rata basis. Henceforth, after the 1993-94 academic year, this section will not apply.

III. Distributions to Recognize Discipline and Rank Differences and Adjust Inequitable Pay.

Distributions to Colleges, Schools and Departments.

Nine tenths of the funds remaining after implementation of Parts I and II above would be used to close the gap separating the Marshall average salaries from the Board of Trustees-approved peer group (see attachment A) average salaries by discipline and rank as provided by the College and University Personnel Association (CUPA.) The funds would be distributed to all disciplinary groups in proportion to need, where need is defined as the amount necessary to be added to bring a discipline to the disciplinary average within the peer group. In some cases

the average for the discipline would be calculated by college and school with the dean/director acting on faculty recommendation dealing with the unit as a whole.

Distributions within Departments

Continuing with the principle of discipline- and rank-sensitive salary allocations and recognizing the fact that the salaries of most faculty members are substantially below discipline peer averages, funds distributed to departments will be divided into two parts to address two kinds of needs. One part would be used to help alleviate possible past inequities and the second would provide equal percentage raises within the disciplines.

One-half of all funds provided under this section shall be distributed in an effort to achieve a minimum of 90 percent of discipline averages and the balance shall be allocated on a pro rata basis. No discipline shall receive more than 100 percent of its peer average until all disciplines are at 100 percent of peer average.

IV. Distributions to Reward Meritorious Performance

The remaining portion of the salary funds would be distributed to colleges and departments to address merit as follows: First, one third of these remaining funds would be distributed by the dean in consultation with department chairs. Second each department or school would distribute the other two thirds based on a faculty committee recommendation. Merit awards will not be added to the base salary and shall not be less than \$1,000.

FACULTY COMPENSATION POLICIES

Additional Compensation Policy

1. Additional compensation for non-teaching responsibilities may take the form of reassigned time as detailed in Executive Policy Bulletin No. 1, except, in some circumstances faculty members may choose to negotiate with their immediate supervisors for additional compensation in lieu of reassigned time.

2. Additional compensation above and beyond a faculty member's base salary as a result of research contracts or other grants from the federal government, state government, foundations, private corporations or others may be appropriate. Approval of the president is required.

3. Faculty members on sabbatical or other paid leave will not normally be eligible for additional compensation for research or administrative duties.

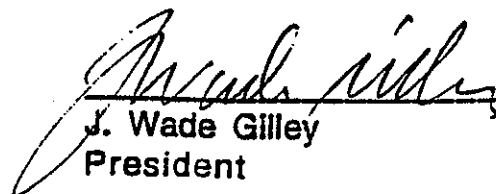
4. Additional compensation for a teaching overload is permissible, consistent with university policy.

Faculty Salary Equity

Marshall University is committed to fair and equitable salaries for its faculty based on rank, discipline, years of experience and performance. (Departments or schools may develop and seek approval for an alternative to this definition for equity.)

Faculty Salary Schedules

Marshall University is committed to the full funding of the minimum faculty salary schedule as outlined in the West Virginia Code (18B-8-2). Beyond the minimum salary schedule, individual departments/schools/colleges may develop a salary system which revolves around an average but takes into account minimum and mean/median salaries by discipline for assistant, associate and full professors. Such salary plans must be based on CUPA-reported (or another approved source) discipline salaries for the university's peer group and must receive prior approval of the Vice President for Academic Affairs before implementation.


J. Wade Gilley
President

ATTACHMENT A

PEERS

- AL University of South Alabama
- KY Eastern Kentucky University
- KY Western Kentucky University
- MD Towson State University
- MD University of Maryland Baltimore County
- NC Appalachian State University
- NC East Carolina University
- NC University of North Carolina at Charlotte
- OH Wright State University-Main Campus
- OH Youngstown State University
- PA Indiana University of Pennsylvania
- TN East Tennessee State University
- TX Texas Southern University
- VA George Mason University
- VA James Madison University
- VA Old Dominion University