

Shepherd University Board of Governors
March 8, 2007
Agenda Item No. 4

**FINAL ADOPTION OF REVISED
POLICY 26, SALARY POLICY**
REVISED AGENDA PAGE

On February 2, 2007, a draft of revisions for Policy 26, *Salary Policy*, was distributed for public comment. This draft reflected changes which were recommended by the faculty Merit Pay Committee. The changes all relate to the faculty merit pay component of the Salary Policy. The changes are all procedural in nature, clarifying the application process and the procedural rules for review of applications.

In the comment period, two similar comments identified one typographic error in the draft. The Faculty Senate endorsed the Committee draft with one additional technical correction.

This proposed revision adopts each of those comments. The following pages contain a copy of the revisions, reflected with underlining and strike-throughs, and then a copy of the proposed final form of the policy.

After the Agenda Book was published, the language in Section 5.3.3 became a focus of further attention. The existing language references the formal title of the performance evaluation form used on campus. However, that form has gone out of production by the company which has supplied it. The University HR Office is developing a new form to be used for performance evaluations. A further amendment is recommended to have the language in Section 5.3.3 refer generically to the campus staff performance evaluation document.

The following resolution is recommended for adoption by the Board:

RESOLVED, That the Shepherd University Board of Governors approves the revisions to Policy 26, *Salary Policy*, as presented in the agenda book and further amended in Section 5.3.3 to replace the words “*for Executive/ Administration/ Professional Personnel*” with the word “Form”, to become effective immediately upon approval of the Chancellor.

**SHEPHERD UNIVERSITY
BOARD OF GOVERNORS
POLICY 26**

TITLE: SALARY POLICY

SECTION 1. GENERAL

- 1.1 SCOPE: These salary policies shall be in effect and shall govern the assignment of salaries for employees of Shepherd University. This Policy governs the periodic institutional decisions to provide institution-wide salary increases and does not regulate or restrict the President's authority to adjust the salary of an individual employee at the President's discretion..
- 1.2 AUTHORITY: West Virginia Code § 18B-1-6; §18B-2A-4.
- 1.3 Effective Date: ~~June 22, 2006~~ _____, amending the June ~~22~~¹⁰, 200~~6~~⁴ version of the Policy.

SECTION 2. PROCEDURES FOR ESTABLISHING SALARY POOLS

- 2.1 Each year, or from time to time as deemed appropriate, the President shall present to the Board a plan for the distribution of general salary increases to employees of the University. This plan shall address increases for all employees other than the President.
- 2.2 The general salary increase plan shall be developed after state-wide salary mandates have been accounted for. Statewide salary mandates shall include salary increases for faculty promoted in rank and required incremental funding of the classified employee 'entry rate', if applicable.
- 2.3 After the cost of state-wide salary mandates has been separately accounted for, the President's general salary increase plan shall be submitted to the Board for approval.
- 2.3.1 The plan shall reflect separately the total projected costs of aggregate salary increases for faculty, for non-classified employees, and for classified employees.
- 2.3.2 The plan shall reflect the aggregate percentage increase in salary to be paid to faculty, non-classified, and classified employees.
- 2.3.3 The percentage of aggregate increase in salary for each of the three groups of employees shall be comparable, but not necessarily equivalent; provided, that the President may present in the plan a proposal for non-comparable percentage increases among the three groups, for good cause shown.
- 2.4 The Board shall act, in response to the plan submitted, to establish the aggregate dollars to be allocated each year for general salary increases for each of the three groups of employees. The aggregate increase in dollars shall be distributed in accordance with Sections 3, 4 and 5 of this Policy.

SECTION 3. FACULTY SALARY POLICY

The total dollars for this increase in aggregate faculty salaries shall be distributed among full-time faculty as follows:

3.1 The Distribution of Faculty New Pay Monies Each Fiscal Year

3.1.1 Salary Inequities Distributions: The Vice President for Academic Affairs shall distribute Ten (10) per cent of the faculty salary increase pool at the discretion of the VPAA to address salary compression, market and experiential disparities.

3.1.2 Cost of Living Allocations: Of the remaining 90% of the salary increase pool after Section 3.1.1 is implemented, Forty (40) per cent of the remaining amount shall be distributed among all returning full-time faculty, in equal amounts per person.

3.1.3 Merit Pay Allocations: Of the remaining 90% of the salary increase pool after Section 3.1.1 is implemented, Sixty (60) per cent of the remaining amount shall be distributed on the basis of merit pay.

3.1.3A The Merit Evaluation Committee.

- i. The merit evaluation committee will consist of 14 members.
- ii. Three faculty members will be elected by their respective schools/departments, plus 1 coach and 1 librarian elected by the athletics department and the library faculty. The coach and the librarian will consult with each merit subcommittee as to how candidates in their departments fit into the merit award categories.
- iii. The committee will be elected before April 1st.
- iv. Effective August 2007, the Merit Evaluation Committee members may serve a maximum of ~~three~~ years; but are not eligible for Merit Evaluation committee membership for one year following that term. The terms will be staggered. Thus the first year approximately ~~half~~ one-third of the members will be one-year appointments, ~~and the remainder~~ one-third will be 2 year appointments, ~~and one-third will be three year appointments.~~ The schools will determine who has one year, ~~and~~ two year, ~~and three~~ year appointments.

3.1.3B Description of Merit Awards.

- i. There will be three separate areas in which merit pay will be awarded, instructional performance, professional/institutional

service, and professional development. The 14-member committee will break into three subcommittees to evaluate proposals in each of the aforementioned areas. The librarian and the coach will consult on the application of any member of their departments who applies for merit.

- ii. An applicant will not qualify for merit in one area unless he/she is deemed to be meeting expectations in the other two areas. In the process of the evaluation, if ~~at the~~ subcommittee ~~cannot agree as to whether or not~~ does not find that an individual has exceeded expectations in the award area and has met expectations in the non-award areas, the ~~14 member~~ committee, with at least 2/3 membership present, will ~~make the decision~~ review the application and make the final recommendation.

3.1.3C Application for Merit Awards.

- i. Applying for a merit award is voluntary.
- ii. Any full-time faculty member including librarians and coaches can apply for merit.
- iii. To apply for merit, each candidate ~~will write a one page, single-spaced letter of intent describing why he or she deserves merit. In addition to the cover letter, the applicant will attach a copy of his or her annual report. At the top of the letter of application, the candidate must state the merit award area for which he or she is applying.~~ must comply with the following to be eligible for merit evaluation:
 - a. Submit a single-~~pagesp~~aced letter of application, not to exceed one page., letter of application.
 - b. The letter of application must expressly designate the merit award area (one of three) for which he or she is applying in a memo-style header at the top of the page.
 - c. Within the one-page limitation, the application letter may describe why the applicant deserves merit.
 - d. Submit a full and true copy of the annual report must be submitted to the applicant's school dean. The annual report is the substantive basis for making the merit evaluation as to any applicant. Therefore, applicants for merit pay should be very liberal in the quantity and quality of the information included in their annual report.
 - e. Other than an exact copy of the annual report, as submitted to the Dean, the applicant may only submit the one-page application letter. These two documents constitute the entire application for merit pay. No additional document of any type

may be submitted to the Merit Evaluation Committee beyond the annual report and the one-page application letter.

- iv. Merit award applications will be submitted to the Merit Evaluation Committee **Chair** at the same time as the Annual Report as stated in the faculty handbook. The mandatory deadline for submission of merit applications is 4:30 p.m. on the date that Annual Reports are due. ~~4:30pm on the date that the Annual Reports are due is the mandatory deadline for merit applications to be submitted.~~ No amendment of an application may be made by an applicant after that deadline.
- v. The committee may ask for **additional** materials, including student evaluations, to support a merit application.
- vi. A candidate must apply for merit, meet all deadlines, and supply any supporting materials requested by the committee in order to be awarded merit pay.

3.1.3D Responsibilities of the Merit Evaluation Committee.

- i. The Merit Evaluation Committee shall be responsible for evaluating and determining merit awards for faculty who apply and are deemed to be meritorious in the specified area.
- ii. The Merit Evaluation Committee may propose amendments to the merit process.

3.1.3E Categories of items to be considered under each of the three separate categories of merit pay:

Instructional performance, professional/institutional service, and professional development are critical parts of faculty life. Meeting expectations in these areas is not the same as performing these tasks meritoriously. Those with faculty status have many alternatives in fulfilling these requirements. The following is a list of the types of items that should be considered by those for making merit decisions. Candidates may include these areas in support of their merit proposal, but should not limit themselves to these areas.

- i. Instructional Performance
 - student and other evaluations
 - course development and/or revision
 - course materials
 - assessment activities (course-related)
 - teaching strategies and techniques
 - advising
 - supervision of individualized study

- deemed to be meeting expectations in professional/institutional service
- deemed to be meeting expectations in professional development

- ii. Professional/Institutional Service
 - service to professional organizations
 - discipline-related community service
 - public service in support of the university mission
 - campus in-service presentations
 - program coordination/academic leadership
 - service to on campus committees
 - deemed to be meeting expectations in instructional/professional performance
 - deemed to be meeting expectations in professional development
- iii. Professional Development
 - publications (peer reviewed)
 - juried art/music and other creative activities
 - grant activity
 - presentations at learned forums
 - attendance at workshops, seminars, and learned forums
 - consulting and contracted research
 - on-going research
 - academic awards and honors
 - deemed to be meeting expectations in professional/institutional service
 - deemed to be meeting expectations in instructional/professional performance

3.1.3F Evaluation Procedures.

For those applications which meet the mandatory eligibility requirements,
 The primary principle guiding the performance evaluation of faculty for merit awards will be the quality of work produced as well as the quantity.

The following rubrics are meant to provide general guidelines, but do not provide all-inclusive descriptions of the three faculty performance areas. These descriptors should not be considered a checklist. They are intended to guide faculty in general terms about performance expectations of the University.

i. Instructional/Professional Performance Descriptors

Exceeds Expectations	Outstanding teaching ratings; very active in improving teaching effectiveness (such as submission of a teaching grant, workshop attendance, etc.); extensive contribution in curriculum review/revision; new course development, developing and teaching a web based course, and being a
----------------------	--

guest lecturer in another class, creative intellectual engagement outside the classroom.

Meets Expectations Competent teaching; achieves course objectives; active efforts to improve teaching effectiveness; appropriate design and delivery of course materials; appropriate course content; upgrades individual courses as necessary; makes positive contributions to curricular review/revision as necessary; maintains appropriate office hours (punctual and available), work in curriculum review/revision as necessary.

ii. Service Descriptors

Exceeds Expectations Active state, regional, or national professional service related to the profession, significant university service, significant community service related to the profession; service award recipient. Professional leadership in area of interest; strong community service related to the profession, or active participant in professional meetings.

Meets Expectations Active contributor in University/school/department committee work. Active in service to the profession and in the community.

iii. Professional Development Descriptors

Exceeds Expectations Publications in refereed national/international journals; publication of invited review papers in peer reviewed journals; published book or monograph; recipient of faculty, regional or national research award; designation as a scholar lecturer at regional level or above in a professional organization, invited symposium speaker at a regional or national professional meeting, or invited research seminar speaker at another department or University. State or National/international refereed publications and/or book chapter(s); award of external grant or active external grant. Presentations at the national level. A refereed publication plus or an award of an internal research grant, submission of an external research grant which was not awarded.

Meets Expectations Presenting a workshop on campus, Creative activities (juried art, music and other creative endeavors or attending professional conferences).

3.1.3G Awards.

- i. The Merit Evaluation Committee shall prepare a written evaluation of each application for merit pay which describes the specific meritorious accomplishments or deficiencies which prevent merit award and shall make a written recommendation of who will receive the merit awards.
- ii. For applicants recommended unfavorably, the evaluation and recommendation against merit pay shall be copied to the applicant when sent to the Vice President for Academic Affairs.
- iii. The entire files of the applications and the Committee's evaluations and recommendations shall be forwarded to the Vice President for Academic Affairs within 30 days of the application deadline. Applicants who are not recommended favorably by the committee may submit to the Vice President for Academic Affairs a one-page response to the committee recommendation within 10 days of receipt of the recommendation.
- iv. Within ~~21~~40 business days of receipt of the files, the Vice President shall forward his recommendations together with the entire Committee files to the President for a final decision.
- v. All merit award recipients, regardless of category, will receive the same dollar amount per award.
- vi. In the event that there is no money in a given year for merit awards, the merit awards will roll over to the next year and they will split the money with the recipients from the next year.
- vii. The merit awards will be made public. A newsletter will be sent to all faculty members listing the award recipients in each category.
- viii. All of the timelines set forth in this subsection 3.1.3G are guidelines; when special circumstances occur these guidelines may not be achievable. These timeline guidelines do not extend any right to any applicant. No applicant becomes entitled to merit pay by default, nor does any applicant have any right to compel action by any particular date, due to any failure of either the Committee or an administrator to meet a timeline provided for in this subsection.

3.2 Salaries of faculty in phased retirement shall be set as provided for in the applicable policy. The adjustment of faculty returning from leave of absence and exigent cases in the interest of retaining current faculty shall be at the discretion of the Shepherd President.

- 3.3 The President may, by written designation, exempt up to five percent of all full-time faculty from the provisions of this policy. The purpose of this provision is to allow for special cases, such as faculty funded by external soft-money, whose increases might sometimes be smaller, or none at all, based upon the external support.

SECTION 4. CLASSIFIED STAFF SALARY POLICY

- 4.1 Salaries of classified employees shall be set consistent with Article 9, Chapter 18B of the Code of West Virginia and Series 8, as amended by the Higher Education Policy Commission.
- 4.2 In computing the salary increases for all classified employees continuing in employment, the target salary under the salary schedule set forth in Section 3, Article 9, Chapter 18B of the Code of West Virginia, as amended, shall be identified. The gaps between the target and current salary shall be established. Salaries of all classified employees shall be increased in equal proportions toward funding of all gaps.

SECTION 5. NON-CLASSIFIED SALARY POLICY

The total dollars for the annual increase in aggregate non-classified salaries shall be distributed among non-classified staff as follows:

- 5.1 Salary Inequities Distributions: The President shall distribute Ten (10) per cent of the non-classified salary increase pool at the discretion of the President to address salary compression, market and experiential disparities.
- 5.2 Cost of Living Allocations: Of the remaining 90% of the salary increase pool after Section 5.1 is implemented, Forty (40) per cent of the remaining amount shall be distributed among all continuing full-time non-classified employees, in proportionately equal amounts.
- 5.3 Merit Pay Recipients: Non-Executive Staff
 - 5.3.1 The remaining sixty (60) per cent of the non-classified staff salary pool shall be distributed on the basis of merit pay.
 - 5.3.2 A merit pay pool shall be established by the President for the non-classified, non-executive staff employees.
 - 5.3.3 Each non-classified employee shall be evaluated at least once each year, to include the Annual Evaluation, which should be completed before March 15 each year for the preceding calendar year. The Annual Evaluation will include, but need not be limited to, the institutional Employee Performance Evaluation for Executive/ Administration/ Professional Personnel.
 - 5.3.4 No employee who receives one or more marks of “poor” or “fair” on the Annual Evaluation form will be eligible for merit pay.
 - 5.3.5 On a scale of 1-5, with “poor” being 1 and “excellent” being 5, the

average for all marks on the Annual Evaluation must be at least 4.0, with no rounding, or the employee is not eligible for merit pay.

- 5.3.6 Utilizing any other evaluative processes at their discretion, the executive officer overseeing the non-classified employee may eliminate any additional employee determined to have performed at a level that is not meritorious.
- 5.3.7 All other non-classified staff, non-executive staff employees not eliminated from candidacy by sections 5.3.3, 5.3.4, 5.3.5, or 5.3.6, shall be presented by the executive officer to the Executive Staff for merit pay candidacy.
- 5.3.8 Following review by the Executive Staff, the President shall establish the list of non-classified employees who shall receive merit pay.

5.4 Merit Pay Recipients: Executive Staff

- 5.4.1 The President shall evaluate the executive officers of the University each year. Evaluations should be complete by April 1 each year. In conjunction with the annual evaluations, the President shall determine which executive officers will receive merit pay.

5.5 Merit Pay Distributions for all non-classified employees.

The supervising executive officer, including as applicable the President, may choose among one of the following methodologies, or may apply an alternative methodology with a written account of the method to be provided to and approved by the President, for distribution of merit pay funds:

5.5.1 Salary Targets.

5.5.1A The President shall establish a nationally competitive salary target for the position based upon CUPA average salary data, when available, or alternative data if CUPA data is not available. The gaps between the target and current salary shall be established. Salaries of all non-classified employees shall be increased in equal proportions toward funding of all gaps.

5.5.1B In the event that there is no money in a given year for merit awards, the merit awards will roll over to the next year and they will split the money with the persons designated for merit pay in the next year.

5.5.2 Proportional Equivalency.

All merit pay recipients in the division shall receive the same percentage increase in base salary.

5.5.3 Graduated Rankings of Recipients.

Merit recipients will be ranked at low, medium or high merit. Those ranked Medium shall receive a percentage increase in base salary 50% higher than those rated Low. Those ranked High shall receive a percentage increase in base salary 100% higher than those rated Low.

SECTION 6. THE PRESIDENT'S SALARY

No provision herein shall be deemed to apply in any manner to the salary of the Shepherd President, whose remuneration shall be set, from time to time, at the will and pleasure of the Board and with the approval of the Policy Commission.

**SHEPHERD UNIVERSITY
BOARD OF GOVERNORS
POLICY 26**

TITLE: SALARY POLICY

SECTION 1. GENERAL

- 1.1 SCOPE: These salary policies shall be in effect and shall govern the assignment of salaries for employees of Shepherd University. This Policy governs the periodic institutional decisions to provide institution-wide salary increases and does not regulate or restrict the President's authority to adjust the salary of an individual employee at the President's discretion..
- 1.2 AUTHORITY: West Virginia Code § 18B-1-6; §18B-2A-4.
- 1.3 Effective Date: , amending the June 22, 2006 version of the Policy.

SECTION 2. PROCEDURES FOR ESTABLISHING SALARY POOLS

- 2.1 Each year, or from time to time as deemed appropriate, the President shall present to the Board a plan for the distribution of general salary increases to employees of the University. This plan shall address increases for all employees other than the President.
- 2.2 The general salary increase plan shall be developed after state-wide salary mandates have been accounted for. Statewide salary mandates shall include salary increases for faculty promoted in rank and required incremental funding of the classified employee 'entry rate', if applicable.
- 2.3 After the cost of state-wide salary mandates has been separately accounted for, the President's general salary increase plan shall be submitted to the Board for approval.
- 2.3.1 The plan shall reflect separately the total projected costs of aggregate salary increases for faculty, for non-classified employees, and for classified employees.
- 2.3.2 The plan shall reflect the aggregate percentage increase in salary to be paid to faculty, non-classified, and classified employees.
- 2.3.3 The percentage of aggregate increase in salary for each of the three groups of employees shall be comparable, but not necessarily equivalent; provided, that the President may present in the plan a proposal for non-comparable percentage increases among the three groups, for good cause shown.
- 2.4 The Board shall act, in response to the plan submitted, to establish the aggregate dollars to be allocated each year for general salary increases for each of the three groups of employees. The aggregate increase in dollars shall be distributed in accordance with Sections 3, 4 and 5 of this Policy.

SECTION 3. FACULTY SALARY POLICY

The total dollars for this increase in aggregate faculty salaries shall be distributed among full-time faculty as follows:

3.1 The Distribution of Faculty New Pay Monies Each Fiscal Year

3.1.1 Salary Inequities Distributions: The Vice President for Academic Affairs shall distribute Ten (10) per cent of the faculty salary increase pool at the discretion of the VPAA to address salary compression, market and experiential disparities.

3.1.2 Cost of Living Allocations: Of the remaining 90% of the salary increase pool after Section 3.1.1 is implemented, Forty (40) per cent of the remaining amount shall be distributed among all returning full-time faculty, in equal amounts per person.

3.1.3 Merit Pay Allocations: Of the remaining 90% of the salary increase pool after Section 3.1.1 is implemented, Sixty (60) per cent of the remaining amount shall be distributed on the basis of merit pay.

3.1.3A The Merit Evaluation Committee.

- i. The merit evaluation committee will consist of 14 members.
- ii. Three faculty members will be elected by their respective schools/departments, plus 1 coach and 1 librarian elected by the athletics department and the library faculty. The coach and the librarian will consult with each merit subcommittee as to how candidates in their departments fit into the merit award categories.
- iii. The committee will be elected before April 1st.
- iv. Effective August 2007, the Merit Evaluation Committee members may serve a maximum of three years but are not eligible for Merit Evaluation committee membership for one year following that term. The terms will be staggered. Thus the first year approximately one-third of the members will be one-year appointments, one-third will be 2 year appointments, and one-third will be three year appointments. The schools will determine who has one year, two year, and three year appointments.

3.1.3B Description of Merit Awards.

- i. There will be three separate areas in which merit pay will be awarded, instructional performance, professional/institutional service, and professional development. The 14-member committee

will break into three subcommittees to evaluate proposals in each of the aforementioned areas. The librarian and the coach will consult on the application of any member of their departments who applies for merit.

- ii. An applicant will not qualify for merit in one area unless he/she is deemed to be meeting expectations in the other two areas. In the process of the evaluation, if a subcommittee does not find that an individual has exceeded expectations in the award area and has met expectations in the non-award areas, the committee, with at least 2/3 membership present, will review the application and make the final recommendation.

3.1.3C Application for Merit Awards.

- i. Applying for a merit award is voluntary.
- ii. Any full-time faculty member including librarians and coaches can apply for merit.
- iii. To apply for merit, each candidate must comply with the following to be eligible for merit evaluation:
 - a. Submit a single-spaced letter of application, not to exceed one page.
 - b. The letter of application must expressly designate the merit award area (one of three) for which he or she is applying in a memo-style header at the top of the page.
 - c. Within the one-page limitation, the application letter may describe why the applicant deserves merit.
 - d. A full and true copy of the annual report must be submitted to the applicant's school dean. The annual report is the substantive basis for making the merit evaluation as to any applicant. Therefore, applicants for merit pay should be very liberal in the quantity and quality of the information included in their annual report.
 - e. Other than an exact copy of the annual report, as submitted to the Dean, the applicant may only submit the one-page application letter. These two documents constitute the entire application for merit pay. No additional document of any type may be submitted to the Merit Evaluation Committee beyond the annual report and the one-page application letter.
- iv. Merit award applications will be submitted to the Merit Evaluation Committee Chair at the same time as the Annual Report as stated in the faculty handbook. The mandatory deadline for submission of merit applications is 4:30 p.m. on the date that Annual Reports

are due. No amendment of an application may be made by an applicant after that deadline.

- v. The committee may ask for additional materials, including student evaluations, to support a merit application.
- vi. A candidate must apply for merit, meet all deadlines, and supply any supporting materials requested by the committee in order to be awarded merit pay.

3.1.3D Responsibilities of the Merit Evaluation Committee.

- i. The Merit Evaluation Committee shall be responsible for evaluating and determining merit awards for faculty who apply and are deemed to be meritorious in the specified area.
- ii. The Merit Evaluation Committee may propose amendments to the merit process.

3.1.3E Categories of items to be considered under each of the three separate categories of merit pay:

Instructional performance, professional/institutional service, and professional development are critical parts of faculty life. Meeting expectations in these areas is not the same as performing these tasks meritoriously. Those with faculty status have many alternatives in fulfilling these requirements. The following is a list of the types of items that should be considered by those for making merit decisions. Candidates may include these areas in support of their merit proposal, but should not limit themselves to these areas.

- i. **Instructional Performance**
 - student and other evaluations
 - course development and/or revision
 - course materials
 - assessment activities (course-related)
 - teaching strategies and techniques
 - advising
 - supervision of individualized study
 - deemed to be meeting expectations in professional/institutional service
 - deemed to be meeting expectations in professional development
- ii. **Professional/Institutional Service**
 - service to professional organizations
 - discipline-related community service
 - public service in support of the university mission
 - campus in-service presentations

- program coordination/academic leadership
- service to on campus committees
- deemed to be meeting expectations in instructional/professional performance
- deemed to be meeting expectations in professional development

- iii. Professional Development
 - publications (peer reviewed)
 - juried art/music and other creative activities
 - grant activity
 - presentations at learned forums
 - attendance at workshops, seminars, and learned forums
 - consulting and contracted research
 - on-going research
 - academic awards and honors
 - deemed to be meeting expectations in professional/institutional service
 - deemed to be meeting expectations in instructional/professional performance

3.1.3F Evaluation Procedures.

For those applications which meet the mandatory eligibility requirements, the primary principle guiding the performance evaluation of faculty for merit awards will be the quality of work produced as well as the quantity.

The following rubrics are meant to provide general guidelines, but do not provide all-inclusive descriptions of the three faculty performance areas. These descriptors should not be considered a checklist. They are intended to guide faculty in general terms about performance expectations of the University.

i. Instructional/Professional Performance Descriptors

Exceeds Expectations	Outstanding teaching ratings; very active in improving teaching effectiveness (such as submission of a teaching grant, workshop attendance, etc.); extensive contribution in curriculum review/revision; new course development, developing and teaching a web based course, and being a guest lecturer in another class, creative intellectual engagement outside the classroom.
Meets Expectations	Competent teaching; achieves course objectives; active efforts to improve teaching effectiveness; appropriate design and delivery of course materials; appropriate course content; upgrades individual courses as necessary; makes positive contributions to curricular review/revision as necessary; maintains appropriate office hours (punctual and

available), work in curriculum review/revision as necessary.

ii. Service Descriptors

Exceeds Expectations Active state, regional, or national professional service related to the profession, significant university service, significant community service related to the profession; service award recipient. Professional leadership in area of interest; strong community service related to the profession, or active participant in professional meetings.

Meets Expectations Active contributor in University/school/department committee work. Active in service to the profession and in the community.

iii. Professional Development Descriptors

Exceeds Expectations Publications in refereed national/international journals; publication of invited review papers in peer reviewed journals; published book or monograph; recipient of faculty, regional or national research award; designation as a scholar lecturer at regional level or above in a professional organization, invited symposium speaker at a regional or national professional meeting, or invited research seminar speaker at another department or University. State or National/international refereed publications and/or book chapter(s); award of external grant or active external grant. Presentations at the national level. A refereed publication plus or an award of an internal research grant, submission of an external research grant which was not awarded.

Meets Expectations Presenting a workshop on campus, Creative activities (juried art, music and other creative endeavors or attending professional conferences).

3.1.3G Awards.

i. The Merit Evaluation Committee shall prepare a written evaluation of each application for merit pay which describes the specific meritorious accomplishments or deficiencies which prevent merit award and shall make a written recommendation of who will receive the merit awards.

ii. For applicants recommended unfavorably, the evaluation and recommendation against merit pay shall be copied to the applicant when sent to the Vice President for Academic Affairs.

- iii. The entire files of the applications and the Committee's evaluations and recommendations shall be forwarded to the Vice President for Academic Affairs within 30 days of the application deadline. Applicants who are not recommended favorably by the committee may submit to the Vice President for Academic Affairs a one-page response to the committee recommendation within 10 days of receipt of the recommendation.
- iv. Within 20 business days of receipt of the files, the Vice President shall forward his recommendations together with the entire Committee files to the President for a final decision.
- v. All merit award recipients, regardless of category, will receive the same dollar amount per award.
- vi. In the event that there is no money in a given year for merit awards, the merit awards will roll over to the next year and they will split the money with the recipients from the next year.
- vii. The merit awards will be made public. A newsletter will be sent to all faculty members listing the award recipients in each category.
- viii. All of the timelines set forth in this subsection 3.1.3G are guidelines; when special circumstances occur these guidelines may not be achievable. These timeline guidelines do not extend any right to any applicant. No applicant becomes entitled to merit pay by default, nor does any applicant have any right to compel action by any particular date, due to any failure of either the Committee or an administrator to meet a timeline provided for in this subsection.

- 3.2 Salaries of faculty in phased retirement shall be set as provided for in the applicable policy. The adjustment of faculty returning from leave of absence and exigent cases in the interest of retaining current faculty shall be at the discretion of the Shepherd President.
- 3.3 The President may, by written designation, exempt up to five percent of all full-time faculty from the provisions of this policy. The purpose of this provision is to allow for special cases, such as faculty funded by external soft-money, whose increases might sometimes be smaller, or none at all, based upon the external support.

SECTION 4. CLASSIFIED STAFF SALARY POLICY

- 4.1 Salaries of classified employees shall be set consistent with Article 9, Chapter 18B of the Code of West Virginia and Series 8, as amended by the Higher Education Policy Commission.
- 4.2 In computing the salary increases for all classified employees continuing in employment, the target salary under the salary schedule set forth in Section 3, Article 9, Chapter 18B of the Code of West Virginia, as amended, shall be identified. The gaps between the target and current salary shall be established. Salaries of all classified employees shall be increased in equal proportions toward funding of all gaps.

SECTION 5. NON-CLASSIFIED SALARY POLICY

The total dollars for the annual increase in aggregate non-classified salaries shall be distributed among non-classified staff as follows:

- 5.1 Salary Inequities Distributions: The President shall distribute Ten (10) per cent of the non-classified salary increase pool at the discretion of the President to address salary compression, market and experiential disparities.
- 5.2 Cost of Living Allocations: Of the remaining 90% of the salary increase pool after Section 5.1 is implemented, Forty (40) per cent of the remaining amount shall be distributed among all continuing full-time non-classified employees, in proportionately equal amounts.
- 5.3 Merit Pay Recipients: Non-Executive Staff
 - 5.3.1 The remaining sixty (60) per cent of the non-classified staff salary pool shall be distributed on the basis of merit pay.
 - 5.3.2 A merit pay pool shall be established by the President for the non-classified, non-executive staff employees.
 - 5.3.3 Each non-classified employee shall be evaluated at least once each year, to include the Annual Evaluation, which should be completed before March 15 each year for the preceding calendar year. The Annual Evaluation will include, but need not be limited to, the institutional Employee Performance Evaluation for Executive/ Administration/ Professional Personnel.
 - 5.3.4 No employee who receives one or more marks of “poor” or “fair” on the Annual Evaluation form will be eligible for merit pay.
 - 5.3.5 On a scale of 1-5, with “poor” being 1 and “excellent” being 5, the average for all marks on the Annual Evaluation must be at least 4.0, with no rounding, or the employee is not eligible for merit pay.

- 5.3.6 Utilizing any other evaluative processes at their discretion, the executive officer overseeing the non-classified employee may eliminate any additional employee determined to have performed at a level that is not meritorious.
- 5.3.7 All other non-classified staff, non-executive staff employees not eliminated from candidacy by sections 5.3.3, 5.3.4, 5.3.5, or 5.3.6, shall be presented by the executive officer to the Executive Staff for merit pay candidacy.
- 5.3.8 Following review by the Executive Staff, the President shall establish the list of non-classified employees who shall receive merit pay.

5.4 Merit Pay Recipients: Executive Staff

- 5.4.1 The President shall evaluate the executive officers of the University each year. Evaluations should be complete by April 1 each year. In conjunction with the annual evaluations, the President shall determine which executive officers will receive merit pay.

5.5 Merit Pay Distributions for all non-classified employees.

The supervising executive officer, including as applicable the President, may choose among one of the following methodologies, or may apply an alternative methodology with a written account of the method to be provided to and approved by the President, for distribution of merit pay funds:

5.5.1 Salary Targets.

5.5.1A The President shall establish a nationally competitive salary target for the position based upon CUPA average salary data, when available, or alternative data if CUPA data is not available. The gaps between the target and current salary shall be established. Salaries of all non-classified employees shall be increased in equal proportions toward funding of all gaps.

5.5.1B In the event that there is no money in a given year for merit awards, the merit awards will roll over to the next year and they will split the money with the persons designated for merit pay in the next year.

5.5.2 Proportional Equivalency.

All merit pay recipients in the division shall receive the same percentage increase in base salary.

5.5.3 Graduated Rankings of Recipients.

Merit recipients will be ranked at low, medium or high merit. Those ranked Medium shall receive a percentage increase in base salary 50% higher than those rated Low. Those ranked High shall receive a percentage increase in base salary 100% higher than those rated Low.

SECTION 6. THE PRESIDENT'S SALARY

No provision herein shall be deemed to apply in any manner to the salary of the Shepherd President, whose remuneration shall be set, from time to time, at the will and pleasure of the Board and with the approval of the Policy Commission.