

Shepherd University Board of Governors  
June 9, 2005  
Agenda Item No. 12

## **DISCUSSION OF SALARY POLICY**

During the May Board meetings some members of the Board expressed an interest in a further discussion regarding the institutional salary policy. A copy of the Salary Policy follows.

**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 supercedes and replaces the previously unenumerated Shepherd University Salary Policy.
- 1.2 AUTHORITY: West Virginia Code § 18B-1-6; §18B-2A-4.
- 1.3 Effective Date: June 10, 2004

*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 faculty as follows:

#### 3.1 The Distribution of Baccalaureate 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. Merit Evaluation Committee members may serve a maximum of two 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 of the members will be one-year appointments and the remainder will be 2 year appointments. The schools will determine who has one year and two 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 the subcommittee cannot agree as to whether or not an individual has met expectations in the non-award areas, the 14 member committee will make the decision.

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.
- iv. Merit award applications will be submitted to the Merit Evaluation Committee at the same time as the Annual Report as stated in the faculty handbook.
- v. The committee may ask for 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.

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
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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 and shall make a written recommendation of who will receive the merit awards.
- ii. 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.
- iii. Within 10 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.
- iv. All merit award recipients, regardless of category, will receive the same dollar amount per award.
- v. 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.
- vi. The merit awards will be made public. A newsletter will be sent to all faculty members listing the award recipients in each category.

3.2 The Distribution of CTC Faculty New Pay Monies Each Fiscal Year

3.2.1 Cost of Living Allocations: Forty (40) per cent of the salary pool amount shall be distributed among all returning full-time faculty, in equal amounts per person.

3.2.2 Merit Pay Allocations: The remaining sixty (60) per cent of the salary pool amount shall be distributed among all the returning full-time faculty on the basis of merit pay.

3.2.2A Merit Evaluation Task Group.

- i. Eligibility for merit pay will be determined by the Merit Evaluation Task Group, which consists of 5 full-time CTC Shepherd faculty members.
- ii. One faculty member from each Division will be appointed by the CTC President.
- iii. Merit Evaluation Task Group members shall serve two years, but are not eligible for membership for one year following that term. The positions of Chairperson and Secretary will be elected by the members. For the initial appointment, two membership appointments will be for one year and three will be for two years.

3.2.2B Description of Merit Awards

Merit awards will be evaluated in three areas: instructional performance, professional/institutional service, and professional development. Task Group members are precluded from discussion and action regarding their own evaluation.

3.2.2C Applying for Merit Awards

- i. Applying for a merit award is voluntary.
- ii. Any full-time faculty member may apply for merit.
- iii. A candidate must apply for merit, meet all the deadlines, and include all supporting materials in the original application in order to be awarded merit pay. The Merit Evaluation Task Group will not make requests for additional information.
- iv. The merit awards will be made public.
- v. All merit awards will be the same dollar amount per award.
- vi. In the event that there is no money in a given year for merit awards, applicants will be encouraged to apply the following year. In such cases, unfunded cycles will be considered in the evaluation.

3.2.2D Responsibilities of the Merit Evaluation Task Group

- i. The Merit Evaluation Task Group will develop an application and due dates for submission of Merit Awards.

- ii. The Merit Evaluation Task Group shall be responsible for evaluation and determining merit awards for faculty who apply and are deemed to be meritorious.
- iii. The Merit Evaluation Task Group may propose amendments to the merit process.

3.2.2E 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
  - 1. Student and other evaluations
  - 2. Course development and/or revision & course materials
  - 3. Assessment activities (course-related)
  - 4. Advising
  - 5. Other
- ii. Professional/Institutional Service
  - 1. Service to professional organizations, discipline-related community service, & public service in support of the college mission
  - 2. Campus in-service presentations
  - 3. Program coordination/academic leadership
  - 4. Service on campus committees
  - 5. Other
- iii. Professional Development
  - 1. Grant research/activity
  - 2. Attendance at workshops, seminars, and learned forums
  - 3. Publications/Presentations at regional, state, and national events
  - 4. Progress/Achievement of certifications/degrees
  - 5. Other

3.2.2F Evaluation Procedures

- i. The primary principle guiding the performance evaluation of faculty for merit awards will be the quality of work produced as well as the quantity.

- ii. The following rubrics are meant to provide general guidelines, but do not provide all-inclusive descriptions of the three faculty performance areas. They are intended to guide faculty in general terms about performance expectations of the college.
- iii. To be eligible for a merit award, an applicant must exceed expectations in 10 of 15 descriptors.
- iv. The CTC President shall establish a matrix reflecting the descriptors to be used by the Merit Evaluation Task Group.

### 3.2.2G 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/revisions as necessary; maintains appropriate office hours (punctual and available), work in curriculum review/revision as necessary

### 3.2.2H Service Descriptors

Exceeds Expectations	Entrepreneurship, development, 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 college/division/program committee work. Active in service to the profession and in the community.

### 3.2.2I 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
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faculty, regional, or national research award; designation as a scholar lecturer at regional level or above in professional organization invited symposium speaker at a regional or national professional meeting, or invited research seminar speaker at another department or college; 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.

3.2.2J Awards

The Merit Evaluation Task Group shall recommend to the CTC President its determination of who should receive the merit awards. The Merit Award will be added to the base salary.

3.3 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.

*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 3.1.1 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 February 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 March 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, shall choose each year among one of the following methodologies for distribution of merit pay funds:

5.3.1 Salary Targets.

5.3.1A 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.

5.3.1B 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.

5.3.2 Proportional Equivalency.

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

5.3.3 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 or the CTC 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 or Community College Council.