

## **5. SALARY POLICIES**

### **5.1. SALARY POLICY AND GOALS**

While Missouri State University does not have a formal salary schedule for faculty and other academic employees, it is the ideal of Missouri State University to attain throughout the University essential parity in salaries among faculty members with comparable backgrounds and responsibilities. It is the practice at Missouri State University, however, to offer higher salaries and/ or other financial incentives to faculty members in some teaching areas where experience has shown that there is difficulty in recruiting and retaining qualified faculty because of higher competitive market salaries.

Improvement of faculty salaries shall receive high priority each year in budget construction. The University will attempt to budget as an annual priority a salary raise pool for faculty and staff of sufficient magnitude that the institution will be able eventually to achieve and sustain its salary goals. The size of this raise pool depends primarily on the amount of funds appropriated by the legislature and the amount of funds generated by required student fees. The University's salary goals for faculty include raising salaries such that average salaries by rank will equal or exceed averages published in the CUPA "C" National Faculty Salary Survey of public, masters-level universities.

### **5.2. SALARY PROCEDURES**

Full-time faculty (including non-visiting faculty) and staff will be eligible for salary increments derived from the above pool, allocated by the cost center head on the basis of individual performance and considerations of internal and external equity. Performance-based salary adjustments shall be based on annual reviews as described in Section 4.6.4. Procedural details for such salary adjustments will be developed by the Provost's Compensation Committee and posted by the Provost. Salary adjustments under the Compensation Committee plan must:

- Provide guidelines for implementation of salary procedures at the cost centers.
- Include both performance and equity considerations.
- Incorporate performance ratings from at least some recent years during which there were no performance-based adjustments (see below).

The performance-based component of salary increases will be suspended when the size of the raise pool is not greater than 2% of the salary base. When the pool is at or below 2%, across-the-board raises will be given. Policy and procedural details for across-the-board raises will be based on recommendations from the Executive Budget Committee to the President and will be posted by the Office of the Provost.

### **5.3. ROLE OF THE COLLEGE PERSONNEL COMMITTEE IN COMPENSATION**

The College Personnel Committee has two primary functions with respect to compensation issues: (1) drafting college guidelines for balancing the interests of performance assessment and salary inequity in annual salary adjustments, and (2) reviewing appeals of faculty performance ratings.

### **5.4. PERFORMANCE EVALUATION APPEALS PROCESS**

The decision-making process for assigning annual salaries should foster an open and encouraging environment for faculty performance. Accordingly, faculty evaluations shall observe the highest standards of collegiality, be based

on coherent, published policy and administered fairly. To ensure transparency, faculty shall be allowed to review the departmental evaluation process and his or her resulting performance ratings as well as provide a written response to a performance evaluation. A faculty member who is dissatisfied with his/her performance rating(s) may appeal the rating(s). The faculty member's request for review, along with any supporting materials, shall be forwarded to the College Personnel Committee.

The faculty member's request for review and the accompanying recommendation of the College Personnel Committee shall continue to the Dean and if still unresolved, to the Provost. If either the Dean, or the Provost, if necessary, does not concur with the appeal of the faculty member, he/she shall send to the faculty member who is appealing, a written explanation of the reasons for not concurring.

Any employee who believes that he or she has been discriminated against for any reason not related to job performance may consult the Office for Equity and Diversity. In the event a pattern of misapplication of departmental policies in evaluating faculty performance is detected, a faculty member may appeal his/her salary adjustments as a grievance through the Academic Personnel Grievance Process (APGP) process.

## **5.5. RANK CHANGE**

An individual promoted to a higher academic rank receives an increment appropriate to the new rank. The amount of this increase is determined by multiplying a base percentage (which is different for each rank) times the average salary for ranked faculty in the previous fiscal year. Any change in the base percentages will be reported to the Faculty Senate.

## **5.6. EQUITY ADJUSTMENTS**

A faculty member may file with his or her Department Head a request for a salary adjustment if that faculty member believes that his or her salary is inconsistent with the salaries of other individuals of similar training, experience, and job performance. An adjustment may also be requested by an individual who believes that his or her salary is significantly below the market in an area of high demand where experience has shown that there is difficulty in recruiting and retaining qualified faculty. Requests for equity adjustment must be filed according to the schedule issued by the Office of the Provost in the Master Calendar.

## **5.7. SALARY REPORT**

In the fall of the year, the Provost will present a report to the Faculty Senate in which implementation of salary policies for that year is detailed. In particular, the progress of each college toward attaining University salary goals will be addressed.

## **5.8. SUMMER SESSION**

The summer session plays a significant role in providing opportunities for students. Faculty members who teach during the summer sessions will receive pay in addition to their regular annual salaries as determined by the Board of Governors. Compensation will be based on a rate of at least two and one-half percent of base salary per teaching load equivalent. For courses that do not meet the minimum enrollment guidelines, the administrator and faculty member may negotiate for a salary rate that is less than two and one-half percent of base salary per teaching load equivalent. Subject to a holdback of ten percent of the personnel services budget for the summer to cover unforeseen student demand .for courses in specific areas, summer faculty appointments will be confirmed as soon as possible after the summer budget is final and allocation has been made by the colleges to the departments. While there is no specific date by which summer appointments will be confirmed, it will be at the earliest possible date.

Faculty members are placed on the summer session payroll and will receive their summer salary at the end of June and/or at the end of July, depending on the session that is taught. If circumstances require that an appointment to teach during the summer is made after the last week in May, the entire compensation will be included in the July paycheck.

## **5.9. INTERSESSIONS**

Missouri State University offers courses during three intersession periods (January, May, and August) and faculty members are encouraged to develop proposals for these courses. The course proposals are approved and reviewed by the Department Head and the Dean. Instructional salary for intersessions is based on a scale of at least two and one-half percent of base salary per teaching load equivalent. For intersession courses that do not meet the minimum enrollment guidelines, the administrator and faculty member may negotiate for a salary rate that is less than two and one-half percent of base salary per teaching load equivalent.

## **5.10. *OFF-CAMPUS TEACHING***

Faculty members may be asked to teach courses at off-campus locations as part of regular teaching loads. Expenses of meals and travel, when recognized as excludable by the Internal Revenue Service, will be reimbursed to individuals assigned, and en route compensation will be paid at currently approved rates, which are based on distance and/or driving time from Missouri State University. For specific details, see the University Travel Policy document. Assignments may be made on an overload basis for supplemental compensation.

## **5.11. *COMPENSATION FOR TEACHING THROUGH THE EXTENDED CAMPUS***

Missouri State Online and other university offices, such as the office of the Extended Campus and Adult Student Services, frequently provide opportunities for faculty to teach off campus classes, telecourses, interactive television classes (BearNet), and classes via the internet, etc. Compensation policies for these non-traditional classes vary from program to program and can be found in the university policy library.