Policy Environment - Overview

- Current State: Faculty Compensation Conundrum
  - Array of policy and practice "Progenitors"
  - Solvable only by addressing underlying causes of compensation conundrum on a go-forward basis
    - "Solve for the present and future"
    - Develop a progressive, sustainable framework
    - Align policies and practices with targeted goals
    - Implement using phased approach

Policy Environment

- Contributing Factors
  - Policy Used for Periodic Salary Adjustments [MUBOG Policy AA-7]
    - Established 51%/49% Merit/Equity Provisions
      - MUBOG Policy modified recently/ "Alternative Salary Adjustment Procedures"
    - Raise Pool available to each college **not** implemented as BOG approved pool %
      - Adjustment not based on % of total regular faculty base salaries in a college
      - Instead, college pool apportioned according to % of regular faculty in a college relative to entire regular faculty – colleges with most faculty receive disproportionate share of raise pool
    - **Policy Impact** – colleges, like Business and CITE with comparatively small faculties but higher salary market scales, greatly disadvantaged

Policy Environment

- Contributing Factors *(continued)*
  - No Salary Floor
    - At Hire or at Rank
  - Ratio Regular-to-Contingent Instructional Faculty ≈ ~2x Nat'l Average
  - **Accelerated Promotions** in Rank at both Associate Professor and Professor Ranks
    - Fostered at unit level as financial enticement
    - Less time in rank as compared to peers means comparative MU faculty salaries will continue to lag behind peers
    - Strict statutory promotion increments based on a percentage of base salary (*i.e.*, 10%) exacerbates the differential caused by less time in rank – *WV Code change effected*
    - Accelerated promotions can limit mobility

Policy Environment

- Contributing Factors *(continued)*
  - Salary adjustment erosion by PEIA premium increases
  - Promotions in rank dissociated time-wise from tenure decision
  - MUBOG Policy AA-28 Stipulates Granting of Tenure Shall Be Based on a Two-Fold Determination:
    - *"That the candidate is professionally qualified";*
    - *"That the university has a continuing need for a faculty member with the particular qualifications and competencies of the candidate"*
      - *"The professional qualifications of a candidate for tenure will be evaluated on the basis of the guidelines which pertain to promotion"*

Policy Environment

- Contributing Factors *(continued)*
  - Tenure decision *de facto* – no differentiation in criteria/considerations for promotion in rank to associate professor
  - Common Criteria Elsewhere Not Considered as Prerequisite for Favorable Tenure Decision:
    - Evidence of future promise – *e.g.*, effective teaching/student learning, peer-reviewed/juried scholarly activity/productivity"
    - Evidence of responsible university/community
  - No mandatory Retirement Age or Post-Tenure Review
  - No limit on % of faculty who can rise to rank of professor
  - No limit on % of "Regular" faculty

Policy Framework Recommendations

Policy Framework Recommendations

- **Adopt Policy establishing salary floors at time of hire and for each academic rank** – *adopt as policy pilot plan developed and approved by the MUBOG for adjustments made in FY 2014*
- **Couple Timing of Tenure and Promotion Decisions**
  - Consider Mid-Tenure Track Appointment Salary Adjustment Plan
  - Advanced-Standing for Tenure and Promotion Consideration for Newly Hired Faculty Members – *accomplishments while a member of the MU faculty should be weighted more heavily in tenure/promotion recommendations/ determinations*
- **Adopt Differential Criteria for Tenure vs. Promotion in Rank**
  - *e.g.*, evidence /case for "future promise"; responsible/responsive citizenship

Policy Framework Recommendations

- Adopt Policy for Fixed Dollar Promotion Increment or 10% of Base whichever is > – *adopt as policy pilot plan developed and approved by the MUBOG for adjustments made in FY 2014*
- Periodic Salary Adjustments – *Move to Merit-Basis at College Level – No policy change absolutely required due to amending of MUBOG-approved policy change; however, preferred approach*
- Establish % Cap for Faculty at Rank of Full Professor *either by Department/Division/College*
- Establish Cap for % of Faculty ***"Regular Faculty"***

Policy Framework Recommendations

- Eliminate Early Promotion (‹6 years in rank), *except in exceptional circumstances*
- Establish Faculty Instructional Productivity/Performance Expectations/Targets *by Department/Division/ College*
- Contingent Faculty Compensation *needs attention and should be included in the compensation plan enacted by Administration/MUBOG*
- Implementation Timing and Phasing TBD

Summary: Policy Framework Steps

1		Adopt Policy Establishing Salary Floors
2		Couple Timing of Tenure and Promotion Decisions
3		Adopt Differential Criteria for Tenure vs. Promotion in Rank
4		Adopt Policy for Fixed Dollar Promotion Increment or 10% of Base
5		Align Periodic Salary Adjustment Process with Goals
6		Establish % Cap for Faculty at Rank of Full Professor
7		Establish Cap for % of Faculty *"Regular Faculty"*
8		Eliminate Early Promotion (‹6 years in rank),
9		Establish Faculty Instructional Productivity/Performance Expectations/Targets
10		Contingent Faculty Compensation
11		Implementation Timing and Phasing