

STATE BOARD FOR TECHNICAL AND COMPREHENSIVE EDUCATION

PROCEDURE

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TITLE: COMPENSATION PLAN FOR UNCLASSIFIED FACULTY PERSONNEL

POLICY REFERENCE NUMBER: 8-2-102

DIVISION OF RESPONSIBILITY: Human Resource Services

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DATE OF LAST REVISION: November 12, 2013

**DISCLAIMER**

**PURSUANT TO SECTION 41-1-110 OF THE CODE OF LAWS OF SC, AS AMENDED, THE LANGUAGE USED IN THIS DOCUMENT DOES NOT CREATE AN EMPLOYMENT CONTRACT BETWEEN THE EMPLOYEE AND THE SC STATE BOARD FOR TECHNICAL AND COMPREHENSIVE EDUCATION / THE SC TECHNICAL COLLEGE SYSTEM. THE STATE BOARD FOR TECHNICAL AND COMPREHENSIVE EDUCATION/THE SC TECHNICAL COLLEGE SYSTEM RESERVES THE RIGHT TO REVISE THE CONTENT OF THIS DOCUMENT, IN WHOLE OR IN PART. NO PROMISES OR ASSURANCES, WHETHER WRITTEN OR ORAL, WHICH ARE CONTRARY TO OR INCONSISTENT WITH THE TERMS OF THIS PARAGRAPH CREATE ANY CONTRACT OF EMPLOYMENT.**

Faculty includes all college personnel whose primary responsibility is direct classroom instruction or a combination of instructional, supervisory and/or management responsibilities in direct support of instruction. Professional librarians are considered to be faculty and are subject to the provisions of this procedure. It is expected that each college will develop internal policies, procedures, or guidelines detailing how the College will administer the employment, classification, and compensation for faculty personnel in keeping with this procedure.

I. CLASSIFICATION ACTIONS

The System President delegates authority for classification actions to the College Presidents upon written agreement.

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All delegated classification actions are subject to audit by the System Office. The System President reserves the right to withdraw delegation authority from an individual college based upon non-compliance with State Board for Technical and Comprehensive Education (SBTCE) system procedures. Classification actions shall be accomplished through the use of a Position Description form. All proposed classification actions shall be reviewed by college human resources staff to ensure that classification actions are sufficiently justified, documented, and in compliance with all applicable procedures. An updated organizational chart illustrating the position's reporting relationships within the institution shall be prepared and maintained. The number of teaching and/or supervisory/management faculty positions will vary among the colleges based on the organizational structure, number of students and disciplines taught, and the teaching/work loads assigned to faculty. The College President shall determine the optimum structure based on these factors and the resources available to the institution.

## II. MINIMUM REQUIREMENTS

### Faculty (including Librarians)

The South Carolina Technical College System (SCTCS) employs competent faculty members qualified to accomplish the mission and goals of the System<sup>1</sup>. When determining acceptable qualifications of its faculty, a college gives primary consideration to the highest earned degree in the discipline in accordance with the Southern Association of College and Schools (SACS) guidelines. The College also considers competence, effectiveness, and capacity, including, as appropriate, undergraduate and graduate degrees, related work experiences in the field, professional licensure and certifications, honors and awards, continuous documented excellence in teaching, or other demonstrated competencies and achievements that contribute to effective teaching and student learning outcomes. For all cases, the College is responsible for justifying and documenting the qualifications of its faculty.

Applicants considered for employment in faculty positions within the SCTCS must meet the minimum training and experience guidelines of the SACS, Commission on Colleges, as well as any additional certification, licensure, training and/or experience required by

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<sup>1</sup> Adapted from The Principles of Accreditation: Foundation for Quality Enhancement, Section 3.7.1. Commission on Colleges, Southern Association of Colleges and Schools. 2006

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other accrediting bodies as applicable to that program. Discipline specific guidelines can be found in the unclassified position specifications.

### III. CONDITIONS OF EMPLOYMENT

- A. Initial faculty appointments shall be in probationary employment status for two full academic years' duration. Two full academic years' duration shall equal seventy-eight (78) weeks.<sup>2</sup> Each week worked during the Fall and Spring semesters shall count towards the attainment of covered status. The weeks worked during the Summer months do not count. Whether a faculty member does or does not work during the Summer term(s) has no effect on the attainment of covered status.
- B. Appointments to faculty positions with supervisory and/or management responsibilities are at the discretion of the College President. Such appointments shall be continually assessed and evaluated and are renewable on an annual basis. Changes/rotations in appointments are normally made at the beginning of each academic year. However, when institutional needs dictate, appointments may be changed at any time with at least a thirty (30) calendar day written notice provided to the impacted faculty member(s). In such cases, the faculty member may be transferred to another faculty position and any pay supplement or reduction of normal teaching load will be discontinued or adjusted as appropriate at the end of the notice period. Serious infractions of institutional or State policies, failure to meet established standards or other documented cause may result in immediate removal from the position or more stringent disciplinary action up to and including termination of employment.
- C. Faculty shall be employed either full-time or part-time for the thirty-nine (39) week academic term. Additional compensation may be paid for teaching or other instructional related duties performed during any period beyond the basic thirty-nine (39) week employment period. Compensation for additional periods of employment may be up to (1/39th) of the full-time equivalent thirty-nine (39) week salary for each full week worked.

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<sup>2</sup> Not to exceed twenty-four (24) months from the date of hire.

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**IV. ANNUAL SALARY MAXIMUM**

The maximum annual salary for faculty positions is indexed at eighty-five percent (85%) of the maximum salary for Group I Senior Vice Presidents. The maximum salary will normally be updated annually and distributed with the SCTCS Fiscal Year Salary Increase Guidelines.

**V. SALARY ACTIONS**

The System President delegates authority for pay actions to the College Presidents. All proposed pay actions shall be reviewed by college human resources staff and/or the System Office to ensure that requested pay actions are sufficiently justified, documented, and in compliance with all applicable procedures. All delegated pay actions are subject to audit by the System Office. The System President reserves the right to withdraw delegation authority from an individual college based upon non-compliance with SBTCE system procedures.

Exceptional pay (in excess of 15%) actions must be submitted through the college's human resources office and to the System Office for review and evaluation prior to submission to the Budget and Control Board's Human Resources Division ( B&CB's HRD) for consideration. The System Office shall serve as the college's liaison/facilitator for non-delegated pay actions with the B&CB's HRD.

The South Carolina Constitution restricts any retroactive payment of salary increases. Therefore, approval of requested pay actions must be accomplished prior to the desired effective date of the action.

It is expected that each college will develop internal policies, procedures, or guidelines stating how the college's pay plan will be administered in keeping with the procedure.

**A. SETTING OF APPOINTMENT SALARY**

**1. New Hires**

The College President is responsible and accountable for setting faculty salaries at an appropriate and equitable level up to the faculty maximum salary. Through the completion of a Faculty Compensation Worksheet, a salary analysis must be conducted to provide a sound basis to support the approval of the respective appointment salary. The analysis will include the following compensable factors listed in order of consideration:

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- a) internal equity among similarly qualified faculty within the respective teaching discipline or related discipline;
- b) documented external market conditions;
- c) budgetary considerations; and
- d) other relevant factors which impact the selection process.

2. Current State Employee

- a) Faculty Reassignment (movement from one college to another)

A faculty member moving from one faculty position to another within the SCTCS will not normally be eligible to receive an increase in base pay upon reassignment. (Please refer to Section V., Paragraph C. 2. d. on page 9 of this procedure which addresses the awarding of Substantial Additional Job Duties and/or Broader Responsibilities).

Additionally, a faculty member who has received a cost of living increase for a fiscal year then moves to another college in a faculty position, is not eligible to receive a second cost of living increase in that fiscal year at the new institution.

- b) Promotion, Demotion or Transfer Appointments

If the successful candidate is currently employed in a full time equivalent (FTE) position within state government, excluding those persons currently serving in faculty positions within the SCTCS, in addition to the requirements of Section A.1. above, the appropriate promotion, demotion or transfer appointment provisions of the State Human Resources Regulations will apply. (Note: Faculty members are not normally eligible to receive a base pay increase when accepting assignment to another faculty position within the SCTCS [Please refer to Paragraph 2. a. above]. Positions functioning in a faculty capacity are defined on Page 1 of this procedure.)

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- c) Movement from a Classified Position to an Unclassified Position (within the SCTCS, or from another agency)

When an employee moves from a classified position to an unclassified position the annualized salary may be increased up to 15%. Increases in excess of 15% must receive prior to the B&CB's HRD approval.

**B. TEACHING LOAD REDUCTION/PAY SUPPLEMENT**

Faculty members may be authorized a reduction in the normal teaching load and/or may be eligible to receive a pay supplement resulting from his/her assignment to a position having supervisory and/or management responsibilities. Each college shall develop an institutional plan for the specific administration of teaching load reductions and awarding of monthly pay supplements of up to 15% of the faculty member's annualized salary.

**C. SALARY INCREASES**

Faculty members are eligible to receive salary increases in keeping with the annual provisions of the B&CB's HRD fiscal year policies, SBTCE fiscal year salary increase guidelines and the College's Employee Salary Increase Plan and/or internal policies, procedures, or guidelines. Colleges must insure that funds are available to implement any proposed salary increase. No increase will be awarded which will cause a faculty member's annualized base salary to exceed the faculty salary maximum. All salary increases must be awarded within the base 39-week period.

**1. Legislated Increases**

Effective no earlier than the beginning of the College's academic year (Fall term), the awarding of an annual salary increase to faculty members is accomplished through broad guidelines normally promulgated by the System President in keeping with the General Appropriations Act and policies set forth by the State Budget and Control Board. Colleges will be afforded maximum flexibility, based upon their individual funding capabilities, to utilize a consistent application of allowable compensable factors for awarding salary increases to all similarly situated faculty members. It is recommended that each college prepare an employee salary increase plan to distribute available salary increase funds to individual faculty members.

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2. In-Range Salary Increases

a. Additional Skills/Knowledge Increase.

Faculty members who, after initial appointment, may be eligible to receive an additional skills or knowledge increase in keeping with college guidelines that assure that all similarly situated employees are treated consistently and equitably.

- 1) Faculty members who receive approval in writing from appropriate college management to pursue the attainment of a bachelor's, master's, or specialist's degree in his/her assigned teaching disciplines from accredited institutions may be eligible to receive an increase of up to 15% of the faculty member's annualized salary. (Note: a faculty member is eligible to receive compensation for only one (1) Master's Degree except in those instances where the attainment of additional master's degrees is relevant to the faculty member's teaching assignment). In disciplines for which no discipline specific master's program exists, (i.e., industrial technologies, some health sciences), the attainment of a related master's, including a teaching degree, can qualify for a salary increase provided the faculty member and the college agree in advance of the receipt of the award. Faculty receiving approval in writing from appropriate college management to pursue the attainment of a doctoral degree in his/her assigned teaching disciplines from accredited institutions may be eligible to receive an increase of up to 15% of the faculty member's annualized salary. Such increases are awarded at the discretion of the President and/or his designee.
- 2) Faculty members who receive approval in writing from appropriate college management to pursue the attainment of certain nationally recognized professional certifications may be eligible to receive an increase of up to 15% of the faculty member's annualized salary. Such increases are awarded at the discretion of the College President, and/or his designee.

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b. Performance Increase.

College Presidents may recognize and reward faculty members, in FTE positions, whose exceptional performance contributes to the achievement of the college's mission, goals, and objectives. Each college shall:

- 1) establish internal procedures for the administration of a performance increase program;
- 2) identify specific exceptional performance rationale;
- 3) determine the amount of increase to be awarded;
- 4) designate resources within their existing budget to adequately fund the awarding of performance increases.

While an official performance appraisal is not required, the granting of a performance increase may be based upon performance related criteria. No increase can be awarded which will cause faculty member's base salary to exceed the faculty maximum salary.

c. Retention Increase.

Colleges wishing to retain the services of a faculty member in his/her current position may consider awarding an increase of up to 15% for the purposes of retention provided such increase does not place the faculty member's salary above the annual maximum salary. A job offer, verified and documented (by the College/System Office), must come from another employer, either within (not within the SCTCS) or outside of state government. Increases in excess of 15% may be considered in cases where an attempt to counter a bona fide job offer from an employer outside of state government exists. Requests to award increases in excess of 15% must be in writing and submitted to the B&CB's HRD for consideration. A faculty member shall receive no more than one (1) retention increase in a twelve (12) month period.

d. Additional Job Duties/Responsibilities Increase.

College Presidents may grant an increase when a faculty member is assigned substantial additional job duties and/or broader responsibilities not inclusive of a faculty member's core duties and/or responsibilities. These core duties and/or responsibilities include but, are not limited to the following:



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- 1) Instructional Development - developing and maintaining course documentation; reviewing and selecting text books for courses in subject area; maintaining audio-visual and/or other materials for courses taught through any medium; being organized and well prepared for class; scheduling of class and lab time effectively.
- 2) Teaching Performance - providing students with course syllabus, grading/attendance policy, and other relevant information in a timely manner; relating instructional materials, discussions and other course activities to course objectives; demonstrating effective interaction skills; using practical examples and illustrations; pacing the instruction over the semester; providing students with timely tests; returning test results in a timely manner; relating tests to course objectives; following acceptable department and college grading policies. In addition, the faculty member shall, at least annually, participate in conducting a college student evaluation of at least one section of every course he/she teaches.
- 3) Student Advisement - maintaining required office hours; publicizing office hours and availability; referring students to other persons for appropriate assistance; maintaining appropriate records; meeting with students in a timely manner; displaying sensitivity to students' needs and problems.
- 4) College and/or Community Service - assisting with recruitment as required; assisting with job/transfer placement or recommendations as required; cooperating with or participating in projects/activities of other instructional and support areas in fulfillment of the colleges' mission; serving effectively on college/community committees.
- 5) Instructional Management - submitting reports in a timely manner; arranging physical environment as much as possible for effective learning; adhering to class schedules; providing effective classroom/lab supervisors; maintaining accurate records; providing disciplinary action where appropriate.

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- 6) Professional Development – developing an annual professional development plan in conjunction with supervisor; attending courses/seminars/workshops as required or planned; writing manuscripts or presenting papers at conferences, etc.; doing research projects in subject field.

A faculty member's salary may be increased by up to 15% for the recognition of the additional job duties and/or responsibilities, provided such increase does not place the faculty member's twelve months base salary above the faculty maximum salary.

Requests to award increases in excess of 15% must be in writing and submitted to the B&CB's HRD for consideration. In the event the additional job duties and/or responsibilities be taken away from the faculty member within six (6) months of the date that the salary increase is awarded, the salary may be reduced up to the amount of the additional job duties and/or responsibilities increase.

**D. SPECIAL SALARY ADJUSTMENT.**

College Presidents may consider awarding an increase for documented cases of substantial salary inequity among similarly situated faculty. Comparisons shall be made with those internal and/or external positions/faculty having similar functional responsibilities, authority, and accountability. Documentation for awarding a salary adjustment must include a comparable analysis demonstrating the existence of a substantial salary inequity. Requests to award increases in excess of 15% must be in writing and submitted to the B&CB's HRD for consideration.

**E. TEMPORARY SALARY ADJUSTMENT.**

College Presidents may consider awarding a temporary salary adjustment for faculty in FTE positions for time limited situations such as assuming additional job duties and/or responsibilities not performed in his/her primary position. Normally, the specified period of time will not exceed one (1) year. Such requests may not exceed 15% of the employee's annualized salary. Requests for awarding a temporary salary adjustment in excess of 15% must be in writing and submitted to the B&CB's HRD for approval prior to the requested effective date.

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The affected faculty member shall be informed in writing that this situation is temporary in nature, that the temporary salary adjustment will not be added to his/her base salary, and that the temporary salary adjustment will be discontinued once the temporary situation is no longer effective. A temporary salary adjustment may allow a faculty member's salary to exceed the annual maximum salary during the specified period of time approved by the B&CB's HRD. Requests to extend a temporary salary adjustment must be approved by the B&CB's HRD prior to the effective date.

### F. BONUS

College Presidents may award eligible employees in FTE positions a bonus not to exceed the amount specified in the current year General Appropriations Act. Bonuses may be awarded to recognize the accomplishments and contributions of individual faculty members. Examples of appropriate reasons for awarding bonuses are:

- 1) Contributions to increased organizational productivity;
- 2) Development and/or implementation of improved work processes;
- 3) Exceptional customer service;
- 4) Realized cost savings; or
- 5) Other specific contributions to the success of the organization.

Each college electing to award bonuses must develop a plan outlining the criteria, maintain such plan on file, and make the plan available to faculty members. Colleges must electronically report certain information regarding the awarding of bonuses to the System Office Human Resource Services for use in complying with reporting requirements of the B&CB's HRD.

### G. BUDGETARY CERTIFICATION

All requests to increase the salary for position(s) or faculty within the SCTCS shall be considered only when sufficient funds are available to meet the request. When reviewing pay actions not delegated to the SCTCS, the Budget and Control Board's State Human Resources Director of the Human Resources Division may require submission of appropriate documentation.