

BOARD OF REGENTS
BRIEFING PAPER

Agenda Item Title: Community College Salary and Part-time Salary Schedule Update and Amendments to Procedures and Guidelines Manual, Chapter 3, and Board of Regents Handbook, Title 4, Chapter 3.

Meeting Date: February 28-March 1, 2013

1. BACKGROUND & POLICY CONTEXT OF ISSUE:

Updates of salary schedules are required every 4 years in odd-numbered years. At the Board's June 16, 2011 meeting, the Board granted a two-year extension of time to complete the salary schedule update. As part of the salary schedule update, the Board in 2007 directed that a study of the community college salary schedule methodology be conducted before the next salary schedule update. The Salary Study Committee has completed its review of the community college academic salary schedule methodology and presents the attached updated salary

- o Inflexibility of step structure makes it impossible to raise median to keep par with other institution salary schedules
- o Removing bottom four steps and adding four steps to top of schedule in 2008 compounded equity issues.
- o New faculty hired during salary freeze created additional salary compression and equity issues.
- o Inflexibility of step structure prevents equity adjustments and merit advancement
- The proposed methodology:
 - o Eliminates the community college salary step schedule.
 - o Adopts a five grade salary schedule similar to the university/state college academic rank/range salary schedules
 - o The five grades correspond to the five academic attainment categories of current schedule.
 - o Indexing of the median to 78% percentage of the stable, national university faculty peer group of 49 land grant colleges
 - o All faculty members would initially be positioned exactly where they are now, with respect to grade and salary
 - o Salary of faculty below new minimums would be brought up to minimums.
 - o Preserves current policy of salary increases upon grade advancement and award of tenure.
 - o Preserves current initial placement policy (generally placement at minimum up to 25% above the minimum based on relevant experience).
 - o Commitment to equity studies and committing resources to make equity adjustments with progress reported to Board of Regents.
 - o Equity Study Plan administration and faculty together would develop equity study plan.
 - o Merit Distribution Plan—administration and faculty together would develop merit plans
 - o COLA awarded when funded.
 - o Administration and faculty together may develop other policies for advancement such as promotional, rank or benchmark advancement.
 - o Recognizes a possible goal of future indexing at the same percentage as the community college administrative salaries.
- The formula set forth in the PGM that is used to generate the per salary per credit hour targets would result in a lowering of the target amount
 - o The per credit hour targets should not be lowered.
 - o The formula and part time faculty benefits should be reviewed.

5. POTENTIAL ARGUMENTS AGAINST THE REQUEST/RECOMMENDATION:

- Indexing to the university salary schedule is not appropriate for community colleges.
- Although the colleges do not have the same peer institutions, a representative sample could be selected for purposes of comparison.
- Comparison of various data sets (CUPA-HR, OSU and AAUP) and/or direct market research (requests to specific institutions for salary data) could provide a reasonable basis developing the community college academic salary schedule.
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6.

5	72,864	94,629	116,393
4	58,561	76,053	93,545
3	48,298	62,725	77,152
2	38,549	50,063	61,578
1	30,403	39,484	48,566

~~FISCAL YEAR 2011-12 & FISCAL YEAR 2012-13~~
 ACADEMIC SALARY SCHEDULE — COMMUNITY COLLEGES
 CATEGORY

STEP

ONE INSTR <B.S. B.S.	PROF*	TWO INSTR A.S. + 60	PROF*	THREE INSTR B.S. + 30	PROF*	FOUR INSTR B.S. + 60	PROF*	FIVE INSTR PH.D.	
			M.S.				M.S. + 30		
30	68,611	70,327	75,473	77,359	85,764	87,908	96,056	98,457	102,917
29	66,938	68,611	73,632	75,473					

NOTE:

Code, Title 2, Chapter 5.

~~Annual Step/Salary Increases are suspended in
& FY 2012-13.~~

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~~COMMUNITY COLLEGE FACULTY SALARY PLAN~~

~~(2.5 percent merit schedule)~~

~~Placement~~

~~Categories~~

~~Based on~~

~~Academic~~

~~Preparation~~

~~STEPS~~

4	\$52,294	\$63,716	\$76,685	\$92,279	\$112,433
3	\$46,691	\$56,889	\$68,468	\$82,392	\$100,387
2	\$41,088	\$50,062	\$60,252	\$72,505	\$88,340
1	\$37,353	\$45,511	\$54,775	\$65,914	\$80,310

The methodology used to establish the community college academic salary schedule is the following. The community college academic salary schedule Grade 3 Median is a percentage of the overall university academic salary schedule median (currently 78% of the university overall median). The overall university median is an average of the midpoints of the four university rank ranges.

The median of each Grade on the community college academic salary schedule is the following:

- Grade 5 Median = 1.20 x Range 3 Median*
- Grade 4 Median = 1.12 x Range 3 Median*
- Grade 3 Median = Set by the formula above*
- Grade 2 Median = 0.88 x Grade 3 Median*
- Grade 1 Median = 0.80 x Grade 3 Median*

The Min, Q1, Q3 and Max quartile values for each Grade on the community college academic salary schedule are:

- Max = Grade Median x 1.466178*
- Q3 = Grade Median x 1.203361*
- Median = Grade Median as set above*
- Q1 = Grade Median x 0.830879*
- Min = Grade Median x 0.681941*

The above methodology (the percentage, median and quartile values) may be adjusted as part of the review and update of salary schedules under Title 4, Chapter 3, Section 34, and recognizes as a possible goal for future salary schedules to be indexed at the same percentage as the community college administrative faculty salary schedule.

Section 2. Community College Academic Salary Schedule

1. [Steps and Columns] Grades

[For the purposes of this section, “step” is defined as the number assigned by the institution to identify placement within the appropriate category of the community college academic salary schedule. While the actual step number assigned to a faculty member may change due to revisions in the salary schedule, a faculty member will always be placed on the nearest step at or above their salary before the revision occurred.]

The [columns] **grades** on the salary schedule are “categories” that correspond to the faculty member’s academic preparation as follows:

[Column] **Grade 1** Less than a Bachelors degree.

[Column] **Grade 2** Bachelors degree or Associates plus approved contact hours of occupationally related discipline¹, or Associates plus 60 upper level credit hours in an approved instructional field(s).

¹ Occupationally related discipline equivalency will be determined at each campus. The ratio of academic credit to contact hours will be 1:15.

~~[Column]~~ **Grade 3** Masters degree or a Bachelors degree plus approved contact hours of occupationally related discipline, or a Bachelors degree plus 30 graduate credits in an approved instructional field(s).

~~[Column]~~ **Grade 4** Masters degree with a minimum of 30 graduate credits in an approved instructional field(s), or equivalency or a Bachelors degree plus approved contact hours of occupationally related discipline, or a Bachelors degree plus 60 graduate credits or equivalency in an approved instructional field(s).

~~[Column]~~ **Grade 5** Earned Doctorate. Equivalence can be approved by the president for a Masters degree plus approved occupational contact hours or academic credits.

2. Initial Placement

a. The determination of ~~[category]~~ **grade** for the purposes of initial placement of a faculty member on the academic salary schedule shall be based upon education. New hires shall normally be placed at ~~[step one]~~ **the minimum of the appropriate grade**, unless the institution chooses to consider relevant experience up to a maximum of ~~[a step 10 placement]~~ **twenty-five percent above the minimum. The institution guidelines for evaluating relevant experience shall be in writing and publicly available. Each year of relevant experience (as determined by the institution) will equate to an additional 2.5% up to the maximum stated above.**

b. Consideration will be given to authorizing a higher salary in order to attract an applicant with qualifications in areas pre-defined as difficult to recruit. Faculty Senate and/or Human Resources shall submit recommendations to the President for designating difficult to recruit positions. The President shall review the recommendations, determine the positions that are to be designated difficult to recruit, and forward the same to the Chancellor. Designating difficult to recruit positions will be reviewed on a yearly basis by the System and approved by the Chancellor. The President will make the final determination on initial salary placement for those positions determined to be difficult to recruit.

3. Movement on the Schedule. **Salary increases, as set forth below, may occur as a result of the Community College Professional Advancement Program, Cost of Living Adjustments, Merit Awards, Salary Equity Adjustments, Award of Tenure, or Promotional/Rank/Benchmark Advancement.**

~~[a. Movement from step to step on the academic salary schedule will be based upon the faculty member's annual evaluation. Annually a faculty member will receive a one step increase if evaluated as Satisfactory or above.~~

~~b. The movement from column to column will be based on professional advancement. Movement to a new column will be accompanied by a step increment if the criteria for the step advancement are met.~~

~~c. Upon the awarding of tenure and promotion by the Board of Regents, faculty members who are initially placed at an appropriate step and column on the academic salary schedule will be advanced laterally to the corresponding step and column as a Community College Professor. The definitions of steps and columns for Community College Professors are described in subsection 1. Movement to the Professor column will be accompanied by a step increment if the criteria for the step advancement are met.~~

~~d. Community college faculty who have reached the top step of their appropriate salary range may be considered for a merit increase based upon a performance evaluation in accordance with policy criteria and process as described in Section 4 of this Chapter.]~~

- a. **Community College Professional Advancement Program.** *Advancement from grade to grade on the salary schedule is governed by the Community College Professional Advancement Program set forth in Section 3 below.*
- b. **Cost of Living Adjustments (COLA).** *COLA is a Cost of Living Adjustment which may be funded by the Legislature. During years in which a COLA appropriation is provided, all academic faculty receive the same percentage COLA increase which is added to base salary.*
- c. **Merit Awards.** *Academic faculty shall be eligible to be considered for merit awards during fiscal years when a merit pool appropriation is provided. Each community college*

criteria and procedures for promotional or rank advancement, or salary benchmarks within the Grade ranges.

4. Other Salary Considerations

a. All individuals employed on administrative faculty contracts that are eligible to receive legislatively appropriated merit and who are not on the academic faculty salary schedule will be given consideration for merit increases and will receive cost-of-living increases.

b. All individuals employed on non-tenure track, Range 0 contracts that are eligible to receive legislatively appropriate merit and who are not on the academic faculty salary schedule will be given consideration for merit increases and will receive cost-of-living increases.

c. Academic faculty who are required to work under calendar year contracts versus academic year contracts will negotiate additional salaries in view of their respective responsibilities and number of working days compared to the working days under an academic year contract. The factor used can vary, but will not fall below 1.2. Contracts falling between a B contract and an A contract will be developed in a similar fashion.

Section 3. Community College Professional Advancement Program

A. PROGRAM OUTLINE

1. Professional Advancement Approval Process for Credit Courses/Programs

a. Courses/programs, etc. may be used for professional advancement only with prior written administrative approval as stated in Title 4, Chapter 3.

b. The process for approval will be developed at each institution with faculty senate input. The final decision rests with the president.

c. Any movement on the salary schedule can only occur consistent with the fiscal year contract. Exceptions must be approved by the president.

2. Degree Programs

a. The academic faculty member wishing to advance [~~across the columns~~] on the salary schedule by completing a bachelors, masters or doctorate degree (~~columns~~] **grades 2, 3, 4 and 5**) must submit a written formal request.

b. Upon appropriate vice presidential/dean approval, a formal professional advancement agreement will be written. The program must identify the anticipated program and program completion date. The agreement is not valid unless the appropriate vice president/dean and the faculty member sign the agreement.

c. Upon successful completion of the degree program, the faculty member must submit official verification to his/her official personnel file. In the event that the degree program is not completed in the anticipated time frame, the faculty member will notify the appropriate body in writing prior to the anticipated date of completion. A review of completed work will be made by the appropriate body for consideration of movement on the schedule. [~~Column~~] **grade** movement will not occur without the approval of the president.

3. Credit Course Work

a. The academic faculty member wishing to move across the [~~columns~~] **grades** by completing credit course work must comply with the provisions of the Board of Regents policy. That is, column 2 requires upper level/division undergraduate credit hours, [~~columns~~] **grades 3 and 4** require graduate credits. The faculty member must submit a written formal request to the appropriate body. The appropriate body will forward the recommendation to the appropriate vice president/dean. The appropriate vice president/dean will notify the faculty member of approval/non-approval within 20 working days from receipt of the application.

b. Upon successful completion of the agreed upon course work, the faculty member must submit official grade verification to the faculty member's official personnel file. The faculty member will not be eligible for [column] **grade** movement until all requirements for advancement have been met. When the approved courses total the credits required for advancement, the faculty member must notify the human resources director.

4. Professional Advancement Approval Process for Occupationally Related Courses

a. The academic faculty member wishing to take individual contact hour courses for advancement across the [columns] **grades** on the salary schedule must submit a written formal request to the appropriate body who will forward the recommendation to the appropriate vice president/dean or designee. These courses could include, but are not limited to, continuing education courses in a specific discipline and specialized workshops or institutes in which contact hours rather than credits are used to grant recognition for successful completion. 2 Designee means someone appointed by the appropriate vice president/dean only in his/her absence.

b. Due to the manner in which some occupationally related courses are offered, the faculty member may only have a few days or weeks between notification of offering and actual registration. Therefore, every effort must be made by all parties involved to complete this process prior to the due date for registration. When the approved courses reach the contact hours required for advancement, the faculty member must notify the human resources director in writing of that fact.

c. Upon successful completion of the courses, the faculty member must submit official verification to his/her official personnel file. The faculty member will not be eligible for [column] **grade** movement until all requirements for advancement have been met.

5. Approvals for degree programs, credit courses, continuing education and occupational courses will be filed in the faculty member's official personnel file.

B. PROGRAM STANDARDS/DEFINITION OF TERMS

1. Education Standards

For degree programs and credit courses, the degree/credit must be awarded by regionally accredited institutions. Non-degree (*non-credit or continuing education*) courses will be awarded equivalency based upon accepted industrial and/or professional standards.

2. Relevance

The program or courses must either be relevant to the academic faculty member's discipline or enhance teaching/counseling/professional skills, or provide benefit or advancement. Rev. 39

3. Equivalency

For purposes of this document, all academic courses will be equated to a sixteen-week semester. Courses taken in quarter or trimester credits will be adjusted to this standard. Degree programs will stand on their own as approved by accrediting institutions. That is, a Masters degree will transfer as a Masters degree regardless of the institutional differences in semester vs. quarters.

4. Occupationally-Related Courses

Occupationally related courses are those courses that relate to the faculty's primary duties, e.g. courses taught, services provided, etc.

5. Official Verification

Official verification shall include, but not be limited to: diplomas, transcripts, certificates, or letters from sponsoring agencies.

6. Professional [Licensure]

degrees that may be equivalent to **the** degree qualifications **set forth above**. This list includes, but is not limited to, the following: MD, DDS and JD. The number of graduate hours in the curriculum will be equated to the standard Masters, etc. degrees. For example, a JD, MD and DDS would be the equivalent of three to four years of graduate school, and should therefore be considered as the fifth **grade** of professional advancement. Two Masters degrees, however, would not be the equivalent of a fifth **grade** of movement, but would qualify for a fourth **grade** movement, if approved.

This explanation does not mean automatic approval of such **licensure**

2. Movement from one [column] **grade** to another beyond [column] **grade** two must be accomplished in blocks of 2250 or 4500 contact hours as appropriate. Movement to:
[Column] **Grade 2** Associates plus 4500 contact hours.
[Column] **Grade 3** Bachelors plus 2250 contact hours.
[Column] **Grade 4** Bachelors plus 4500 contact hours. Masters plus 2250 contact hours.
[Column] **Grade 5** Special permission of president.

D. APPEALS PROCESS

In the event that the faculty member's application for professional advancement is denied, the decision can be appealed. The appeal will be submitted to the faculty senate chair, who will forward the appeal to the appropriate committee. The committee will review and recommend to the faculty senate chair its approval or non-approval of the appeal. The faculty senate chair will carry the committee recommendation to the appropriate vice president/dean. If the appeal is denied by the vice president/dean, college grievance procedures can be utilized.

(B/R 3/02; Added 6/05)

Section 4. Merit Procedures for Community College Faculty At The Top Of Their Salary Range (formerly CM 96-2)

All faculty should be eligible for consideration for Legislatively approved increases in salary earned through meritorious performance. Consideration should be based upon performance evaluation. An addition to the Board of Regents policy governing community college faculty salary schedule implementation was approved by the Board of Regents November 14-15, 1996. The policy allows for merit consideration for faculty who are at the top of their salary range.

The processes in support of the Board's policy are listed below:

- performance evaluation should demonstrate exnsalu3S6a 0 Td ()D 1bt -38.erit appr3(ar)- 1bt -38.4

**POLICY PROPOSAL – HANDBOOK,
TITLE 4, CHAPTER 3
SECTION 35-Community College Academic Salary Schedule
SECTION 36-Community College Salary Plan, Basic Concepts**

Additions appear in *boldface italics*; deletions are [~~stricken~~ and bracketed]

Section 35. Community College Academic Salary Schedule

1. All community colleges in the Nevada System of Higher Education will adopt a single academic salary schedule for Community College Instructors and Community College Professors.