



VCU

Faculty Salary Administration Guidelines

Policy Type: Administrative

Responsible Office: Office of the Provost

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Policy Statement and Purpose

The purpose of this policy is to explain the types of faculty appointments at Virginia Commonwealth University (VCU) and the guidelines to be followed in setting or modifying faculty salaries.

Noncompliance with this policy may result in disciplinary action up to and including termination. VCU supports and environment free from retaliation. Retaliation against any employee who brings forth a good faith concern, asks a clarifying question, or participates in an investigation is prohibited.

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WHO SHOULD KNOW THIS POLICY

The following groups are responsible for knowing this policy and familiarizing themselves with its contents and provisions.

- Vice Presidents
- Vice Provosts
- Deans
- Department Heads
- Administrators with personnel responsibilities
- Faculty

DEFINITIONS

The definitions are in the Procedures section, below.

CONTACTS

The Office of the Provost and Vice President for Faculty Affairs officially interprets this policy and is responsible for obtaining approval for any revisions as required by the policy Creating and Maintaining Policies and Procedures through the appropriate governance structures. Please direct policy questions to Office of the Provost and Vice President for Faculty Affairs.

PROCEDURES

FACULTY APPOINTMENTS

Virginia Commonwealth University (VCU) offers two categories of full-time permanent faculty positions: Teaching and Research (T&R) faculty (Tenured, Tenure-Eligible, and Term) and Administrative and Professional (A&P) faculty. VCU also offers Adjunct faculty appointments (temporary part-time) and other special faculty appointments such as Affiliate, Emeriti, Eminent Scholar, and Visiting (see applicable sections below). All faculty appointments are either tenured, probationary (tenure-eligible), term (non-tenure), or adjunct (non-tenure) in accordance with [VCU’s Faculty Promotion and Tenure Policies and Procedures](#) (P&T policy).

• TEACHING AND RESEARCH (T&R) FACULTY

Positions in this category have specific assignments that customarily require instruction, research and public service as their principal activity. These positions have academic ranks designated as Professor, Associate Professor, Assistant Professor, or Instructor. Additionally, faculty rank of Research Associate or Research Assistant may be used under appropriate circumstances.

The University offers tenure to certain faculty based on an extensive peer review and administrative process. Official tenure review procedures are described in detail in [VCU's P&T policy](#).

Qualification Criteria: Individuals holding T&R faculty positions:

- Must have an advanced degree or training and work experience at a level that equates to an advanced degree;
- Must perform the duties and responsibilities associated with the category 50 percent or more of the contractual time; and
- Must meet regularly all of the above criteria.

Requests for any exception to these criteria must be made to the Office of the Provost.

○ **TERM FACULTY**

A term (non-tenure) appointment is a full-time appointment to the faculty for a specified mix of duties and does not lead to tenure. Term appointments shall always be at the rank of professor, associate professor, assistant professor, or instructor. Term (non-tenure) faculty members shall hold the same rights and responsibilities specified in the Faculty Handbook as tenured or tenure-eligible faculty except they shall not be afforded tenure or tenure eligibility. When appropriate to the duties assigned to the faculty member holding a term appointment, modifiers as defined by the unit (e.g., Clinical Professor, Visiting Professor, Research Professor, or Teaching Professor) should be used. A term appointment may be for a period of one to five years and may be renewable. Term faculty may be employed to work on a specific project or series of projects that may involve teaching, research or service or some combination of these activities. Employment of faculty in project-related positions is limited by the funds available and prior notice of termination or non-renewal varies according to the job category.

Term faculty supported by restricted funds may be subject to different terms of notification of non-renewal that shall be specified in the letter of appointment. Transfers from the term track to the probationary (tenure-eligible) track will be considered only in exceptional cases where there has been a clear change in the role and work of the faculty member within the degree-granting school or college in accordance with [VCU's Guidelines for Faculty Track Transfers](#).

Each unit with term faculty appointments shall provide written guidelines for promotion of term (non-tenure) faculty. The criteria and definitions of criteria as specified in 2.1 of VCU's Promotion and Tenure Policies and Procedures shall apply to term faculty to the extent that the criteria and definitions are consistent with that faculty member's special mix of duties. The guidelines shall address how a term (non-tenure) faculty member's effort shall be weighted by the special mix of duties assigned to faculty members holding these appointments. The guidelines shall also specify the voting rights of the faculty regarding a recommendation to promote or renew these faculty appointments. More details about term appointments can be found in [VCU's P&T policy](#).

• **ADMINISTRATIVE AND PROFESSIONAL (A&P) FACULTY**

Virginia's Consolidated Faculty Salary Authorization provides the qualifications for A&P faculty as shown below. In addition, [VCU's policy for Administrative and Professional Faculty and Faculty Holding Administrative Appointments](#) provides further details on the appointment, renewal, non-renewal, suspension, and termination of A&P Faculty and details regarding the appointment of T&R faculty to administrative appointments.

○ **ADMINISTRATIVE FACULTY**

Administrative faculty appointments require the performance of work directly related to the management of the educational and general activities of the institution, department, or subdivision thereof. Incumbents in these positions exercise discretion

and independent judgment and generally direct the work of others. The organization reporting relationship normally must go no lower than three levels below the President.

Qualification Criteria: Individuals holding administrative faculty positions:

- Must have an advanced degree or training and work experience at a level that equates to an advanced degree;
- Must perform the duties and responsibilities associated with this category 50 percent or more of the contractual time; and
- Must regularly exercise discretionary actions.

Requests for any exception to these criteria must be approved by the Vice Provost for Academic and Faculty Affairs.

○ **PROFESSIONAL FACULTY**

Professional faculty appointments require advanced learning and experience acquired by prolonged formal instruction and/or specialized work experience. This category is normally limited to librarians, counselors, coaches, lawyers, physicians, dentists, veterinarians, and other professional positions serving education, research, athletic, medical, student affairs, and development functions or activities.

Qualification Criteria: Individuals holding professional faculty positions:

- Must have an advanced degree or training and work experience at a level that equates to an advanced degree;
- Must perform the duties and responsibilities associated with this category 50 percent or more of the contractual time;
- Must regularly exercise professional discretion and judgment; and
- Must produce work that is intellectual and varied in character and should not be standardized.

Requests for any exception to these criteria must be approved by the Vice Provost for Academic Finance and Administration.

• **ADJUNCT FACULTY**

Adjunct faculty (non-tenure) appointments are granted to faculty members who serve the university part-time and are employed for specific activities. The rights and privileges of adjunct faculty shall be specified in the guidelines of the unit making the appointment, but they shall not participate in the evaluation of full-time faculty members for promotion or tenure. As noted in the P&T policy, recommendations for appointments or rank of part-time non-tenured faculty do not require academic review outside the school. These personnel actions shall be reviewed using guidelines established by the school and department and recommended by a letter from the department and/or school with the concurrence of the dean.

• **AFFILIATE FACULTY**

Affiliate faculty appointments may be considered for individuals who, by virtue of their expertise, are deemed capable of making a significant contribution to a University program. Details about the affiliate faculty and the appointment process can be found in [VCU's Affiliate Faculty Appointments policy](#).

• **COMMONWEALTH AND UNIVERSITY PROFESSORS**

On rare occasions the President and/or Board of Visitors may designate the rank of Commonwealth Professor or University Professor as deemed appropriate. The appointment of a faculty member to one of these distinguished professorships at VCU

constitutes one of the highest honors that can be granted to a University member. Details on these appointments can be found in [VCU's Commonwealth and University Professorships](#) policy.

- **EMERITI FACULTY**

The title Emeritus/Emerita is awarded for distinguished or exceptional service and outstanding dedication to the University. Normally, eligibility is limited to full-time faculty members who have retired at the rank of professor or associate professor and who have served the University for a period of not less than ten consecutive years prior to retirement.

To be eligible for an Emeriti appointment, a faculty member shall be nominated by the department chair or applicable unit head. The nomination then requires approval by the respective dean, vice president, president, and/or Board of Visitors. Emeriti appointments carry the benefits of retired faculty, plus the following lifetime privileges:

- Listing in University publications;
- Participation in University processions; and
- Ability to serve on dissertation committees.

- **EMINENT SCHOLAR**

An Eminent Scholar shall be a person who has achieved national eminence in a discipline as judged by his or her peers on the evidence of effective teaching and productive scholarship, or on the basis of artistic achievement or distinguished accomplishments in areas that lie beyond academic endeavor. The appointee must hold the rank of associate professor or professor and must be full-time faculty.

The State Council of Higher Education for Virginia administers the Eminent Scholars Program which provides matching funds to partially fund a compensation supplement for eminent scholar faculty positions over and above a base salary for the position. State Eminent Scholar funds may be available under the program to partially match qualifying eminent scholar endowment income. State Eminent Scholar funds may only be used to supplement base salary.

- **ENDOWED CHAIRS AND PROFESSORSHIPS**

In accordance with [VCU's policy on Private Support for Endowed Chairs and Professorships](#), the University seeks to attract, reward, and retain distinguished faculty, leaders, scholars, and artists of national and international reputation to occupy an Endowed Chair or Professorship as one of the highest forms of recognition provided by the University. An Endowed Chair or a Professorship is intended to improve an existing program by providing support to attract new faculty members. It can, however, reward an individual of exceptional accomplishments who is already on the faculty. In addition to rewarding excellence, an endowed position carries with it the expectation of continuing worthy contributions to his or her specialty area. Endowed professorships may also qualify for a percentage of eligible funds from the Commonwealth of Virginia's Eminent Scholars Program.

In accordance with VCU's Advancement Policies and Procedures, Endowed Chair funding is intended to supplement and not supplant state salaries.

- **VISITING FACULTY**

Under special conditions, the University may appoint eminent, nationally or internationally recognized scholars as visiting professors for a specific, limited period of time. In certain instances, the "eminence" of artistic achievement or distinguished

accomplishments may lie in areas which are beyond academic endeavor but for which there is concrete evidence of superior talent. The guidelines for these appointments, established by the General Assembly in 1966, are as follows:

- The appointee shall hold the rank of associate or full professor, or its equivalent;
- The appointee shall be a person who has achieved national eminence in his discipline as judged by his peers;
- The eminence of the appointee shall be judged, generally, on evidence of effective teaching and productive research as attested by his peers.

Visiting faculty are appointed as full-time faculty for up to one year of service and are not tenured or tenure-eligible. Visiting faculty appointments may be renewed but may not exceed a total of two consecutive years of service.

ADMINISTRATIVE TITLES

Faculty may be assigned titles (e.g. Dean, Chair, Director, etc.) designating administrative responsibilities held in addition to any tenured, tenure-eligible or term (non-tenure) faculty status concurrently held ([VCU's P&T policy](#)). If administrative duties exceed 50 percent of a faculty member's duties, the individual should be assigned to an administrative or professional position while the duties represent a majority of the individual's efforts.

Administrative titles and compensation for administrative responsibilities are held independent of any concurrently held faculty appointment. Periodic reviews of a faculty member's performance as an administrator are separate and independent of academic reviews conducted for faculty promotion and/or tenure conducted under the P&T policies and procedures. Administrative titles and responsibilities are held for specific terms or at the discretion of an administrative officer. Removal from an administrative position does not impair any rights the administrator held as a faculty member. It is not possible for an administrator to hold tenure in an administrative title, but administrators may earn and hold tenure under concurrently held faculty titles.

FACULTY RECRUITMENT

VCU has a prescribed faculty search process that is administered by the Office of Faculty Recruitment and Retention in the Office of the Provost. The intent of this process is to recruit the best possible faculty and to enhance efforts to increase the diversity of the workforce including women and minorities. Faculty Search Process Guidelines and other information on the faculty recruitment process can be found at <http://provost.vcu.edu/faculty-resources/ofrr/>.

NOTICES OF APPOINTMENTS AND CHANGES IN STATUS (CONTRACTS)

Every faculty appointment or change of status is to be specified in a written notice of appointment issued by or on behalf of the president and/or Board of Visitors to the faculty member. The appointment is established upon the recommendation of and approval by the appropriate chair, director, dean or vice provost and vice president, with final approval by the University president and/or the Board of Visitors, as applicable.

The notice is to include the following information: position number, rank, academic/administrative unit(s) in which the appointment is made, type of appointment (tenured, tenure eligible, term (non-tenure), or adjunct), period of appointment, whether it is part or full time, and salary. If it is a tenure eligible position, the notice of appointment shall also include the length of the probationary period and the tenure review date. The Office of Faculty Recruitment and Retention maintains a Website designed to serve as a resource for VCU Personnel Administrators (PAs) in processing faculty appointments and "changes in status." On this site are instructions, sample contract templates, sample PAFs, and other related procedures/forms for preparing/processing faculty contracts and related personnel actions. In addition, there are links to the most commonly used University faculty policies and procedures, which can be found at <http://provost.vcu.edu/faculty-resources/pa-resources/>.

- **PRESIDENT**

All faculty contracts and salary notifications for the vice presidents and faculty reporting to the president are prepared by the Office of the President.

- **OFFICE OF THE PROVOST**

Contracts for new appointments and “changes in status” (e.g. leaves of absence, “off-cycle salary increases,” tenure status changes, etc.) are prepared by the respective dean/division head and reviewed by the Office of the Provost. Personnel Action Forms (PAFs) for new hires and “changes in status” are signed by the provost or designee.

Contracts for continuing tenure eligible, term (non-tenure) and administrative faculty who have no changes in status are prepared by and returned to the dean's office in the school/college. The original signed contracts are forwarded to the Office of the Provost for individual personnel files.

Fall salary notifications for continuing faculty with no other changes in status are also prepared in the school/college with copies forwarded to the Office of the Provost.

- **HEALTH SCIENCES**

With coordination by the Office of the Senior Vice President for Health Sciences, the dean's office in each of the Health Sciences' schools issues faculty contracts and salary notifications. The Schools of Allied Health Professions, Dentistry, Medicine, Nursing, Pharmacy, and the Massey Cancer Center should be contacted for further information on contract and salary notification processing.

- **ALL OTHER VICE PRESIDENTS**

All faculty contracts and salary notifications are prepared by the individual vice president's office.

TERMS AND CONDITIONS OF EMPLOYMENT

All faculty contracts are accompanied by a *Terms and Conditions of Employment*, which are incorporated into the contracts by reference and constitute part of the contracts. This document details the policies and conditions that faculty are subject to including the University's Code of Conduct, the provisions of the Faculty Handbook and any future modifications to the Faculty Handbook, as well as all University policies, procedures and regulations pertaining to faculty. This document is distributed to the units by the Office of the Provost and available at <http://provost.vcu.edu/faculty-resources/pa-resources/>.

TRANSCRIPTS

It is also a condition of employment that within thirty (30) days of hire, new faculty are required to submit documentation to the hiring authority they have the academic qualifications for the faculty position in which they are hired. Failure to comply with this documentation requirement and/or misrepresentation of professional credentials may result in termination of the faculty appointment with VCU. In most instances, the required documentation will be an original, official seal-bearing transcript from the institution which awarded the faculty member's highest degree. If the faculty member's duties include teaching and the content area is different from the discipline or field in which the highest degree was earned, then the faculty member may be required to provide additional documentation upon hire or as assignments change to confirm their academic qualifications for the respective instructional duties.

BENEFITS AND PAYROLL

The Human Resources staff coordinates faculty benefits to include: health care, retirement, life insurance, disability insurance, flexible reimbursement accounts, tax-deferred annuities, leave (including the Virginia Sickness and Disability Program), workers' compensation, and work/life resources (for example, relocation assistance). Human Resource's Payroll Department issues paychecks, coordinates deductions, and handles direct deposits of salary and other matters involving wage and salary payments to University employees.

FACULTY SALARY ADMINISTRATION GUIDELINES

VCU's COMPENSATION PLAN

As Virginia Commonwealth University (VCU) takes its place among the nation's top 50 public research universities, as determined by The Center for Measuring University Performance, the Quest for Distinction strategic plan was introduced in 2011. A major goal in this plan is to attract, retain and support a nationally competitive and diverse faculty, and increase the number of diverse university staff who are supported and prepared to deliver high-quality service commensurate with the expectations of a premier urban, public research university. To this end, VCU is committed to attracting and retaining top faculty and staff through competitive salaries by increasing faculty and staff compensation consistent with a competitive research university environment.

In 2015, a VCU Compensation Plan was developed and serves as the framework for the continued implementation and development of compensation practices that embrace and support the mission of the university. The basis of this plan ensures that salaries are in-line with competitive market data and internally equitable. As part of the VCU Compensation Plan, VCU developed a Compensation Philosophy as follows:

VCU is committed to attracting, engaging and retaining diverse, high quality faculty and classified staff in support of the University's Quest for Distinction Strategic Plan.

The goal of the Compensation Plan is to:

- Align VCU salaries overall within the 50th percentile (median) of the appropriate competitive market for the job.
 - Teaching and Research (T&R) faculty: competitive markets are other national, similarly or slightly higher ranked schools in the comparable field (26 to 50 top-ranked schools as designated by Carnegie)
 - Administrative and Professional (A&P) faculty: competitive market is defined by Quest and other top-ranked 26 to 50 research universities, general local, national and regional markets
- Establish and maintain internal base pay equity by considering differences in skill, effort, experience, contribution and responsibility among incumbents in like jobs.
- Pay for performance (base pay change and promotions) based on sustained contribution
- Provide variable compensation (recognition award, annual bonus, incentive) for short-term contribution/achievements.
- Offer a total rewards package viewed as valued by employees and flexible to accommodate changing business and market conditions.
- Encourage value-added contributions to the University and careers by better linking career development, performance management and rewards.
- Provide compensation and benefits within VCU's financial ability to pay which supports a performance based culture.

PAY ADMINISTRATION

Deans/Unit Heads have latitude to administer pay within the established compensation policy guidelines. The Central Human Resources Compensation Team will provide compensation advice and guidance to Deans/Unit Heads to assist them in making sound salary decisions. This includes providing information on market data, up-to-date salary structures, and analytical compensation reports. Central Human Resources will also ensure that pay actions outside of established guidelines have received approval by the respective Vice Presidents and are appropriately documented to ensure compliance with applicable Federal and State legislation within pay structures.

Market based salary structures have been developed for teaching and research faculty for each school based on rank, discipline and specialty. The Deans/Unit Heads are provided with these salary structures and are required to effectively manage individual pay within the applicable salary structure. See [Faculty Compensation: Factors for Consideration](#). Education, experience, performance and proficiency drive where an individual's salary position should be within the salary range.

CONSOLIDATED SALARY AUTHORIZATION

The Secretary of Education for the Commonwealth of Virginia publishes a document titled the *Consolidated Salary Authorization for Faculty Positions in Institutions of Higher Education* ("Authorization"). The Authorization is the official document that, in part, permits Virginia's public colleges and universities to offer faculty appointments and provides the methodology to be used for faculty compensation. A major component of this authorization is the calculation, analysis, and reporting of faculty salaries for T&R and A&P faculty. In addition, the Authorization defines types of faculty appointments and the rules for summer instruction compensation, salary conversions, and clinical faculty compensation. The provisions of the most recent "Authorization" (2001-2002), with which the University must continue to comply, are contained within these guidelines. The completed text of the "Authorization" can be obtained from the Office of the Provost.

SALARIES AND SALARY CONVERSIONS

Salaries of VCU faculty are established upon review and recommendation by the appropriate chair, director, dean, vice provost or vice president, with final approval by the University president and/or the Board of Visitors, as applicable.

Salaries for T&R and A&P faculty vary by school/college and discipline. Salaries for initial faculty appointments are set and approved through VCU's Compensation Plan. Salary structures have been developed for each school, based on rank, discipline and/or specialty. In determining initial salary to be offered to a prospective faculty member, hiring managers should reference the appropriate salary structure and range, as well as the [Faculty Compensation: Factors for Consideration](#) document. Salaries for adjunct faculty are set at the discretion of the dean/unit head (in compliance with applicable FLSA guidelines) and carry no fringe benefits.

- **INSTITUTIONAL SALARY**

In determining the dollar amounts for each faculty position, the "institutional salary" is used. Institutional salary is defined as the contract salary approved by executive level management following prescribed administrative procedures. This definition meets the Federal "institutional base salary" definition, which is the "annual compensation that the applicant organization pays for the individual's appointment, whether that individual's time is spent on research, teaching, patient care, or other activities."

Institutional salary excludes any income that an individual may be permitted to earn outside of duties to the applicant organization. Faculty working on grants are not allowed to receive higher rates of pay than other faculty performing the same work.

- **SALARY SUPPLEMENTS**

The payment or acceptance of any unauthorized salary supplement, bonus, or other addition to the established contract salary may constitute cause for termination of employment with the University in accordance with [VCU's Salary Supplement Policy](#).

No extra pay is provided to full-time faculty members for evening classes taught during the regular academic year.

- **ADMINISTRATIVE SUPPLEMENTS**

Each of the University's colleges and schools (and other administrative units as appropriate) may maintain established administrative supplements for positions of associate and assistant deans, directors, department chairs, and others identified for assuming additional administrative responsibilities. Administrative supplement scales will be reviewed every five years and recommended by the appropriate vice president and approved by the president.

These administrative supplements will be identified specifically in the respective administrator's initial and annual appointment contract. The identified supplements will end when the individual's corresponding additional duties and responsibilities end; for example, leaving a department chair or assistant dean position to assume normal faculty responsibilities.

- **COMPENSATION FOR FACULTY IN SCHOOLS OF DENTISTRY AND MEDICINE**

The Schools of Dentistry and Medicine have specific University-approved policies on clinical faculty compensation, which may include compensation from non-VCU funds as shown below:

- **SCHOOL OF DENTISTRY**

T&R faculty salaries are guided by the School of Dentistry's Teaching and Research Faculty Salary Plan.

School of Dentistry faculty members earn supplemental income through private practice from the VCU Dental Faculty Practice ([VCU Dental Care](#)) and/or MCV Physicians. Faculty members who conduct private practice outside of the university must have approval from their department chair and dean and must seek approval and report this work using the CP1/CP2 process for Outside Professional Activity at <http://provost.vcu.edu/media/provostdevelopment/pdfs/resourcelibrary/CP-1.pdf> and at <http://provost.vcu.edu/media/provostdevelopment/pdfs/resourcelibrary/CP-2.pdf>. Faculty salary supported through VCU Dental Care is reported to the university as specified in the *Management Agreement Between Virginia Commonwealth University and VCU Dental Care*.

School of Dentistry faculty members who supplement their VCU salary through DFPA are being compensated for effort that is expected of a full-time faculty member and combined compensation from VCU and DFPA is determined by the dean of the School of Dentistry. The supplemental income is not included as salary for the purpose of determining total institutional base salary.

- **SCHOOL OF MEDICINE**

Compensation plans for School of Medicine faculty are governed by the *Medical School Faculty Appointment and Compensation Policy* (http://www.medschool.vcu.edu/media/medschool/documents/fac_compensation.pdf). Full-time faculty in the School of Medicine are assigned as a member of either the Clinical Faculty Salary Group or the T& R Faculty Salary Group. (A&P faculty are not assigned to a faculty salary group.) Within the Clinical Faculty Salary Group, faculty are designated as "M.D. Clinical Faculty"

or “Non-M.D. Clinical Faculty”, based on their clinical training and licensure. Clinical faculty salaries are guided by *the Annual Salary Schedule for Medical School Clinical Faculty* (<http://www.medschool.vcu.edu/media/medschool/documents/clinsalplan.pdf>).

T&R faculty salaries are guided by *the School of Medicine's Teaching and Research Faculty Salary Plan* (<http://www.medschool.vcu.edu/media/medschool/documents/TRFacultySalaryPlan.pdf>).

Clinical faculty (both M.D Clinical and non-M.D. Clinical) who are employed by MCV Physicians (MCVP) are also eligible to receive compensation directly from MCVP, consistent with departmental salary plans approved by the MCVP Board of Directors or its designee.

PROCEDURES FOR SALARY CONVERSIONS

The standard conversion rate for faculty who change from a 9-month appointment to a 12-month appointment is 122% of the 9-month salary. The standard conversion rate for faculty who change from a 12-month appointment to a 9-month appointment is 82% of the 12-month salary. If a 12-month faculty member has an administrative supplement, the supplement should first be removed before the salary is converted to a 9-month appointment. Any exceptions to these standard conversions must be approved by the respective vice president and the president through the “Off-Cycle” faculty salary increase process (see section below on Salary Increases Outside Merit Process).

For questions regarding computation of salary conversions including conversions of appointments other than 9-month or 12-month appointments, contact the Office of the Provost. Instructions and samples on faculty contract/personnel document preparation relative to salary conversion can be found at <http://www.provost.vcu.edu/ofrr/administrators.html>.

MERIT INCREASES AND BONUS AWARDS (“ON-CYCLE”)

• MERIT INCREASES

The University has a prescribed annual faculty salary administration and bonus award process. This merit process is the usual basis for any individual salary increase and is contingent upon funding as authorized by the General Assembly. The faculty member’s performance evaluation serves as the justification for each salary recommendation. Faculty, chairs, deans, and administrative faculty are evaluated annually in accordance with [VCU’s Faculty Roles and Rewards policy](#) and the [Annual Assessment of Faculty Performance policy](#). VCU requires faculty to have students evaluate their teaching, and provides an evaluation process to its students. Administrators at or below the level of dean who hold faculty rank are evaluated in the performance of both their faculty and administrative functions. The annual evaluation is to be conducted by the next higher level administrator with the appropriate student/faculty input.

The determination of merit, in comparison with other members of the faculty member’s administrative unit, is made by the dean on the recommendation of department chairs, and in some departments, departmental committees. The Faculty Roles and Rewards policy encourages faculty, in consultation with their department chair or director, to specify at the beginning of each rewards cycle the specific criteria by which they wish to be evaluated. NOTE: Faculty working on grants should not receive higher merit increases due to an increase in the grant activity or funding thereof.

• BONUS AWARDS

The Faculty Bonus Award policy provides recognition and a financial reward for VCU faculty members. Bonuses may be awarded to those faculty whose performance exceeds the normal expectations and requirements for their positions or for superior accomplishments or achievement. Bonuses are one-time lump sum awards for exceptional performance beyond the prescribed

expectations of a faculty member's duties. The policy can be found at <http://www.policy.vcu.edu/sites/default/files/Faculty%20Bonus%20Award.pdf>.

These awards coincide with the University's salary administration process for faculty salary increases. If no annual salary increases are scheduled, the bonus may still be awarded with approval of the President and/or the VCU Board of Visitors, as applicable utilizing the "Recommendation for Off-Cycle Faculty Bonus Award" form. The form and instruction can be found at <http://www.hr.vcu.edu/media/hr/documents/FacultyOffCycleBonusInstructions.pdf>. NOTE: Faculty working on grants should not receive bonuses due to an increase in the grant activity or funding thereof.

SALARY INCREASES OUTSIDE MERIT PROCESS ("OFF-CYCLE")

- **"OFF-CYCLE" SALARY INCREASES**

VCU will ensure that salary administration procedures exist that are equitable, consistently applied, and carefully monitored for all faculty. Since the usual basis for any individual salary increase is through the prescribed annual faculty salary administration (merit) and bonus award process, any salary increase outside this process is considered an exception. Accordingly, these requests must be made in writing and require the approval of the Dean and respective vice president, in consultation with Central Human Resources. In addition, all salary increases are contingent upon approval by the president and/or the Board of Visitors, as applicable. The amount of the salary increase is based on objective factors, such as comparable positions within VCU and peer institutions of VCU, along with competitive market data and will be in accordance with the standard review procedures for salary increases including the [Faculty Compensation: Factors for Consideration](#) guidance document.

A request for a salary increase outside the prescribed annual faculty salary administration and bonus award process is to be made on a "[Request for Faculty Off-Cycle Salary Increase](#)" form. A detailed justification for any salary increase must be provided on or attached to this form, and the salary requested must be in accordance with VCU's Compensation Plan. All base salary increases outside of salary structure range must be reviewed by the Dean and respective vice president, in consultation with Central Human Resources, to ascertain the weight of supporting documentation and the impact of the increase on internal equity within the school/unit. Competitive market data, along with internal equity review, will be used to ensure equity in any salary increase recommended.

For instructions on completing a "[Request for Off-Cycle Salary Increase](#)" form, contract preparation, and/or corresponding personnel action, see the Personnel Administrator Resources link on Office of the Provost's Website at <http://provost.vcu.edu/faculty-resources/pa-resources/>.

NOTE: Faculty supported by grant funding or restricted funds should not receive salary increases due to an increase in grant activity or funding thereof.

Permanent or temporary "off-cycle" faculty salary increases may be requested for the reasons noted below:

- **COMPETITIVE SALARY OFFERS**

The University does not support the solicitation of competitive offers as a means of obtaining salary adjustments. The University does acknowledge that competitive offers occur naturally and, in situations where legitimate competitive offers have originated from comparable institutions of higher education, these offers should be considered and responded to based on the value of the faculty member and the quality of performance, in accordance with VCU's Compensation Plan. Internal salaries for like positions, along with competitive market data will be used in the review of competitive offer recommendation.

- **EXPANDED/ADDITIONAL DUTIES**

Opportunities to receive additional compensation such as a salary adjustment for an expansion of duties (permanent or temporary) will be made available to all teaching/research and administrative/professional faculty, which may/may not include a title change. Temporary changes in duties/job responsibilities are to be compensated on a temporary basis defined by the term of the additional responsibilities. If additional responsibilities become permanent, the base salary increase will also become permanent. Competitive market data, along with internal equity review, will be used to ensure equity in any recommendation for a salary supplement for temporary duties or if the duties become permanent. NOTE: Faculty supported by grant funding or restricted funds should not receive salary increases due to an increase in grant activity or funding thereof.

- **ADMINISTRATIVE AND OTHER SALARY SUPPLEMENTS**

Administrative salary supplements may also be requested for increased responsibilities and/or changed job assignments (e.g. for positions of associate and assistant deans, directors, department chairs, and other faculty identified for assuming additional administrative responsibilities, etc.) These supplements may also be requested for temporary duties such as for an interim appointment (e.g. interim dean or director). While the amount of the supplements are determined by the respective VP and/or School, there should be a uniform methodology for determining the amount within the respective area. The supplement will be identified specifically in the initial and annual contract letter and, if applicable, noted that should the duties no longer be performed, the supplement would be reduced accordingly. The identified supplement will end when the individual's corresponding additional duties and responsibilities end; for example, leaving department chair or assistant dean position to assume primary instructional duties. NOTE: Faculty supported by grant funding or restricted funds should not receive salary increases due to an increase in grant activity or funding thereof.

- **OTHER SALARY INCREASES**

Salary increases may also be requested for other reasons including retention, internal alignment, change of duties, etc. The requests should be limited and must include a detailed written justification. All base salary increases outside of salary structure range must be reviewed by the Dean and respective vice president, in consultation with Central Human Resources, to ascertain the weight of supporting documentation and the impact of the increase on internal equity within the school/unit. Competitive market data, along with internal equity review, will be used to ensure equity in any salary increase recommended.

- **"OFF-CYCLE" BONUSES**

As noted in the Bonus Awards section, bonus awards normally coincide with the University's salary administration process for faculty salary increases. If no annual salary increases are scheduled, a bonus may still be awarded with approval of the President and/or the VCU Board of Visitors, as applicable utilizing the Recommendation for Off-Cycle Faculty Bonus Award form (<http://www.hr.vcu.edu/about/forms.html>). The criteria for awarding bonuses as noted in the Bonus Awards section still apply. NOTE: Faculty supported by grant funding or restricted funds should not receive salary increases due to an increase in grant activity or funding thereof.

PROMOTIONS IN RANK THROUGH VCU'S PROMOTION AND TENURE PROCESS

If faculty are promoted in rank through VCU's Faculty Promotion and Tenure Policies and Procedures, salary adjustments may be made as approved by the Board of Visitors. Upon granting of promotion by the Board of Visitors, these salary adjustments are made at the beginning of the faculty member's contract. Effective July 1, 2015, promotion increases in rank at all levels are based on six (6) percent of the faculty member's base salary.

OVERLOAD JOBS (SECONDARY ASSIGNMENTS)

Overload jobs are additional assignments where the duties are clearly outside of the regular job responsibilities of the employee's primary job. VCU has an [Overload Jobs policy](#).

In general, a faculty member cannot hold an overload job (secondary assignment) at VCU. **Faculty with primary appointments supported by grant/contract funding are not permitted to have overload jobs regardless of the source of additional funding.** The only exception is where the overload job has been specifically documented in the grant or contract award or approved in writing by the sponsoring agency.

The total compensation for all the overload jobs during the academic year and summer may not exceed 33.33 percent of the faculty member's 9/10-month contractual salary.

All requests for faculty overload assignments must be made in writing by the hiring department head to the faculty member's primary supervisor using the Overload Job Request Form- Faculty Employee which can be found at <http://www.hr.vcu.edu/about/forms.html#faculty>. The primary supervisor must certify that the work performed in the overload job is not a part of the faculty member's primary responsibilities and that the amount to be earned through all overload jobs does not exceed 33.33 percent of the primary job's contractual salary. Subsequent approval must be obtained from the faculty member's primary director/department head/chair, dean and vice president.

Nine-month and ten-month Faculty: T&R and A&P faculty in 9-month or 10-month appointments are not routinely permitted to hold overload jobs during the course of the academic year. Nine-/10-month faculty are permitted to have summer appointments.

Twelve-month Faculty: T&R and A&P faculty in 12-month appointments are not routinely permitted to hold overload jobs. Compensation for 12-month faculty without grant funding may be permitted for teaching duties only during the academic year (excluding summer and intersession) and within the following limits:

- The teaching must be outside the scope of the faculty member's regular responsibilities;
- The teaching must be conducted outside of the 12-month faculty member's regular work schedule; and
- Compensation for teaching duties must be paid at the standard rate for adjuncts in the respective school/college where the faculty member is teaching.

Requests for 12-month faculty to teach a course(s) must be made in writing by the hiring department head to the faculty member's primary supervisor (see [Overload Job Request Form- Faculty Employee](#)). These requests require approval by the faculty member's chair/director and respective vice president.

Adjunct Faculty:

Employees holding primary appointments as adjunct faculty may be permitted to hold an overload job(s); however, before any additional job can be offered, schools/units must first determine if the adjunct employee is eligible for an overload job as there are certain credit and/or work-hour restrictions that must be adhered to in order to ensure compliance with the Commonwealth of Virginia's Manpower Control Act. For determining eligibility for an overload, please refer to the [Adjunct Faculty Appointments- Procedures for Compliance with the Manpower Control Act](#) developed by the Office of the Provost. Adjunct faculty are also responsible for complying with the credit-hour and/or work-hour restrictions under these procedures. They must disclose any non-benefited position they hold or have held at VCU during the "Standard Measurement Period" before accepting another adjunct appointment.

SUMMER/INTERSESSION COMPENSATION

Summer appointments may include instruction, research, advising, department curricula development, etc. Faculty compensation related to Summer and Intersession instruction is specified in the [Summer Studies/Intersession Faculty Compensation](#) Policy. Faculty on 9/10-month academic year appointments who teach courses during summer session or intersession are eligible to receive compensation as noted in the policy. Faculty on 12-month appointments are not eligible for additional compensation for teaching in the summer or intersession. Faculty with primary appointments supported by grant/contract funding are not permitted to have overload jobs regardless of the source of additional funding.

CONTINUING EDUCATION (CE) INSTRUCTION

Continuing education (CE) is an integral part of the mission of Virginia Commonwealth University, and faculty are encouraged to participate in such activity. For purposes of this document, "continuing education" means VCU-sponsored short courses, seminars, workshops directed toward specific professional groups or target populations, and noncredit short courses advertised and open to the general public. Faculty participation in such activities sponsored by other institutions is considered outside professional activity (see policy on [Outside Professional Activity and Employment, Research and Continuing Education](#)).

Compensation for teaching a CE course(s) may be permitted if within the following limits:

- The teaching must be outside the scope of the faculty member's regular responsibilities;
- Must be occasional;
- Must be for a limited duration (e.g. one or two days or one or two weeks); and
- Compensation received must be nominal relative to the faculty member's contractual salary.

All requests for faculty teaching a CE course(s) must be made in writing using a "Continuing Education Instruction Form for Faculty" (<http://www.provost.vcu.edu/pdfs/policies/CP-2.pdf>). These requests require approval by the faculty member's chair/director and respective vice president.

OUTSIDE PROFESSIONAL ACTIVITY AND EMPLOYMENT, RESEARCH, AND CONTINUING EDUCATION

VCU has a policy on [Outside Professional Activity and Employment, Research and Continuing Education](#). Key sections of this policy relative to faculty compensation and related information are included below:

GRANTS, CONTRACTS, AND CONSULTATION

The University realizes its obligations toward the advancement of the state of knowledge and toward the improvement of the health of the general population. Therefore, it makes its facilities and personnel available when these studies will promote the quality of programs of research, education, and patient care, and will bring recognition to the individual faculty member, the department, the school, and the University.

Grants, contracts, and consultation requiring the services of University faculty and staff and/or the use of University facilities or services must be administered in accordance with the applicable laws, policies and procedures administered by the [VCU Office of Research and Innovation](#) and its [Office of Sponsored Programs](#) and the [University's Controllers Office](#).

Grants and Contracts are defined as specific arrangements with:

- federal agencies

- state agencies
- nonprofit foundations and agencies
- business and industry.

All of these awards are made to the University for the support of the research and other sponsored activities of its faculty. All funds are deposited with and disbursed from Treasury Services. Any salary and accompanying fringe benefits to be paid from such awards are included in the grant or contract budget and must be paid as part of the annual compensation through routine university procedures.

These salary and fringe benefits become a part of the total annual compensation for faculty. NOTE: Faculty supported by grant funding or restricted funds should not receive salary increases due to an increase in grant activity or funding thereof.

• **OUTSIDE PROFESSIONAL ACTIVITY**

Outside professional activity is understood to mean any service rendered by a faculty member to persons or organizations external to the University, without University sponsorship, for the purpose of advancing, applying, or transferring knowledge in a field of endeavor related to the faculty member's employment at the University.

Outside professional activity under appropriate circumstances is to be encouraged. However, since a faculty member has committed his or her primary professional effort to the University, the University has a responsibility to limit and regulate such activity.

With the following exceptions, faculty members are required to obtain the permission of the University prior to engaging in outside professional activity and to make periodic summary reports on such activity.

• **CONSULTING**

A consultant is generally defined as one who is hired (outside the department/school or VCU) to provide professional advice for a fee, and whose methods of work are not defined by VCU. Such activity is beyond or in addition to the faculty member's university responsibilities; it generally occurs off-campus and requires only the time and special capabilities of the individual, without significant use of University facilities or supporting services. A VCU [Request for Approval of Outside Professional Activity and Continuing Education](#) (Form CP-1) must be filed in the appropriate dean's office by the faculty member.

If VCU faculty members are acting as consultants within the University, then they should contact their chair and dean to secure appropriate VCU approval. On federal projects, consultations within the same departments are disallowed. Sponsor regulations should be verified for applicability. Specific practices and policies can be found in Virginia Commonwealth University Policies Concerning [Outside Professional Activity and Employment, Research, and Continuing Education](#).

REMUNERATION OF CONSULTATION AND OUTSIDE EMPLOYMENT

The University allows faculty to accept fees for professional consultation services. The Schools of Dentistry and Medicine have specific University-approved policies on clinical faculty compensation, which may include compensation from non-VCU funds as shown in the section above on "Compensation for Faculty in Schools of Dentistry and Medicine."

JOINT APPOINTMENTS WITH NON-UNIVERSITY AGENCIES

A joint appointment for a faculty member with a non-university agency does not in any way fiscally obligate the University for salary or benefits supplied by the non-university agency in the event of a change in the relationship between the faculty member and the non-university agency or between the agency and the University.

Joint appointments with a non-University agency require a letter of approval from the University and non-University administrative units involved in the appointment. Such letters shall specify the privileges granted to the faculty member by each unit and the responsibilities and obligations of the faculty member to that unit during the appointment.

APPENDIX

QUICK LINKS TO KEY POLICIES, PROCEDURES, GUIDELINES, FORMS AND WEB SITES

- [Academic Rights and Responsibilities Policy](#)
- [Adjunct Faculty Appointments-Procedures for Compliance with the IRS, Guidelines and the Manpower Control Act](#)
- [Administrative and Professional Faculty and Faculty Holding Administrative Appointments Policy](#)
- [Affiliate Faculty Appointments Policy](#)
- [Annual Assessment of Faculty Performance Policy](#)
- [Commonwealth and University Professorships Policy](#)
- [Continuing Education Instruction Form for Faculty](#)
- [Faculty Bonus Awards Policy](#)
- [Faculty Off-Cycle Bonus Award, Recommendation for](#)
- [Faculty Off-Cycle Bonus Award, Instructions for Recommending a](#)
- [Faculty Off-Cycle Salary Increase Form, Request for](#)
- [Faculty Promotion and Tenure Policies and Procedures](#)
- [Faculty Roles and Rewards Policy](#)
- [Faculty Track Transfer Guidelines](#)
- [Medical School Faculty Appointment and Compensation Policy](#)
- [Office of Faculty Recruitment and Retention](#)
- [Office of the Vice President for Research, Website for the](#)
- [Outside Professional Activity and Employment, Research and Continuing Education](#)
- [Overload Jobs Policy](#)
- [Overload Job Request Form-Faculty Employee](#)
- [Personnel Administrators Resources Website/Office of the Provost and Senior Vice President for Faculty Affairs](#)
- [Post Award Financial Administration Guidelines of the Office of Grants and Contracts](#)
- [Private Support for Endowed Chairs and Professorships Policy](#)
- [Recommendation for Off-Cycle Faculty Bonus Award Form](#)
- [Office of Research and Innovation](#)
- [Salary Supplement Policy](#)
- [Sponsored Programs Policies](#)
- [Sponsored Programs- Website for the Office of](#)
- [Summer Studies/Intersession Faculty Compensation Policy](#)

- [University's Controllers Office](#)

REVISION HISTORY

This policy supersedes the following archived policies:

Approval/Revision Date: *12/17/09*

Approval/Revision Date: January 6, 2016

FAQs

There are no FAQs associated with this policy and procedures.