FACULTY COMPENSATION PLAN PROPOSAL

FY 2016

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Prepared by:

Academic Affairs Administration
Faculty Compensation Plan

I. Faculty Compensation Philosophy

Critical to the vision and mission of the University of Memphis is the recruitment, retention and support of high-quality faculty members. Faculty have been at the center of the university’s growth and recognition as the only institution of higher learning under the auspices of the Tennessee Board of Regents holding the prestigious Carnegie Classification as a RU/HA (Research University with High Levels of Research Activity). To continue the tradition of attracting and retaining nationally and internationally renowned scholars from diverse backgrounds, the University of Memphis is committed to a faculty compensation plan that is market-driven and designed to enhance faculty members’ productivity in research, scholarly/creative activities, and excellence in teaching and service. This goal will be more fully realized as the University of Memphis transitions from a legacy budget model to a transparent, outcomes-based Strategic Resources Investment (SRI) budget model in AY 2017. Inherent in the SRI budget model are incentives to support and enhance faculty productivity.

II. Job Grouping/Categorization and Titling System of Faculty

Faculty at the University of Memphis currently hold one or more of the following academic positions.

Titles of Faculty Positions:

- Affiliate Research Faculty
- Affiliate Research Professor
- Associate Dean
- Associate Professor
Assistant Dean
Assistant Professor
Clinical Associate Professor
Clinical Assistant Professor
Clinical Professor
Dean
Holder of the Chair of Excellence
Instructor
Lecturer
Senior Lecturer
Post-Doctoral Fellow
Professor
Research Associate Professor
Research Assistant Professor
Research Professor
Supervising Teacher
Visiting Associate Professor
Visiting Assistant Professor
Visiting Professor
Visiting Research Assistant Professor

III. Benchmark Analysis and Process

The University of Memphis compensates faculty for their contributions to teaching, advising, research, scholarly/creative activities, and service to the University, the local, regional and global community, and to their respective professions and associated organizations. The University provides faculty members with a base salary and a comprehensive benefits program. A faculty member may supplement his or her base salary with summer teaching or other internal summer employment, additional administrative responsibilities, grants, sponsored contracts and research.

Base salaries vary across the University, reflecting a variety of factors distinct among disciplines, including supply and demand in the marketplace. The University attempts to be as competitive as possible in its recruitment and retention of faculty while recognizing
that a critical factor in the determination of annual compensation is a comparison of each faculty member’s current compensation and productivity to that of his or her peers. For this reason, a new faculty member and the University will negotiate his or her initial annual base salary within the salary plan context at the time of hire.

The University may increase a faculty member’s base salary in any of the following ways: through annually determined merit increases, when available, through acceptance of a retention offer, in conjunction with a promotion in rank, or in conjunction with an honorary or endowed title. The University will award merit increases to a faculty member’s base salary using the framework of the applicable promotion and tenure criteria. The University will withhold a merit increase for documented unsatisfactory performance, which is communicated to the individual involved. This policy does not apply to any across-the-board cost of living adjustment provided by the State.

The salary determination process must be as objective as possible, endeavoring to provide a consistent and objective unbiased evaluation of each faculty member following a thorough review of his or her work. The process must encourage continued good or improved performance, which in turn, may be rewarded by the compensation system. Any salary determination process at the University of Memphis must be nondiscriminatory. Initial salary offers, periodic increases, and retention offers may not be based on considerations related to the race, color, creed, religion, national origin, sex, sexual preference, marital status, public assistance status, veteran status, or age of the person being considered. The Faculty Compensation Plan shall not apply during a declared state of financial exigency.
IV. Market Competitive Compensation Plan

The University of Memphis will negotiate a faculty member’s initial base salary at the time of hire, considering a variety of factors, including a desire to remain competitive in the marketplace and the individual’s salary in comparison to that of his or her peers within the University. When available and upon consideration of faculty members’ annual evaluations, the University may award increases to the base salary warranted by merit, compression, and/or equity. The University will also award increases to the base salary pursuant to the applicable criteria for promotion and tenure.

Members of the Faculty Senate Budget Committee completed the attached supplemental document recommending that as additional funds become available to support high-quality faculty, administrators should also consider salary compression, gender equity, cost-of-living increases, and the awarding of one-time bonus pay to retain faculty members who have demonstrated excellent performance. These recommendations will continue to be factored in the decision-making processes regarding faculty compensation.

Each faculty member will meet face-to-face with his or her supervisor prior to the end of the academic year to conduct a formal, written review of his or her personal and professional development. At that time, the faculty member and the supervisor should evaluate the individual’s contributions to teaching, research, service, and administrative work, so that each individual has a clear understanding of his or her distribution of effort and of the expectations related to that effort. They will also consider the individual’s strengths and weaknesses, formal teaching evaluations, major professional
accomplishments, objectives for the year, and departmental resources required for success
in realizing those objectives. Before the annual review, the faculty member should
complete an annual evaluation form, available on the Provost’s website. The faculty
member and his or her supervisor should both sign and date the form at their meeting.
These annual reviews are a required responsibility of each member of the faculty and his or
her supervisor. The University will not increase a faculty member’s base salary unless the
review process is completed by the deadline the Provost sets.

In addition to any annual merit increase, the University will award an increase to a
faculty member’s base salary upon promotion as follows:

<table>
<thead>
<tr>
<th>Promotion Rank</th>
<th>Amount</th>
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<tbody>
<tr>
<td>Assistant Professor to Associate Professor</td>
<td>The increase is $3,500. However, if the current salary is greater than $50,000, the increase is 7%.</td>
</tr>
<tr>
<td>Associate Professor to Professor</td>
<td>The increase is $6,000. However, if the current salary is greater than $85,700, the increase is 7%.</td>
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<tr>
<td>Clinical Assistant Professor to Clinical Associate Professor</td>
<td>The increase is $2,500. However, if the current salary is greater than $50,000, the increase is 5%.</td>
</tr>
<tr>
<td>Clinical Associate Professor to Clinical Professor</td>
<td>The increase is $4,000. However, if the current salary is greater than $80,000, the increase is 5%.</td>
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Additionally and when directed by appropriate State agencies and officials, the
University will adjust all base salaries to reflect across-the-board cost of living adjustments.
The Provost will communicate all salary increases to the faculty member. Normally, new
salaries become effective for faculty on September 1 of each year.
Faculty members who are dissatisfied with a salary increase normally seek recourse within their local academic unit. If dissatisfaction persists, a faculty member may raise a grievance with the Provost.

V. Research Compensation Statement

It is the goal of The University of Memphis to grow as a major metropolitan research university. The promotion of research and scholarship, especially in interdisciplinary fields, is intended to support our faculty and students’ efforts to best contribute to our ever-changing social and economic world. It will also allow the university to attract and retain exemplary faculty and students and to obtain additional financial resources to support research and scholarly activity.

The judgment of research and scholarly excellence is discipline specific. Each academic unit must develop guidelines to clearly make these determinations. Criteria for excellence must be consistent with the academic unit’s criteria for tenure and promotion decisions, and all criteria for judging achievement in research and scholarship should reflect the level of excellence demonstrated by similar criteria held by The University of Memphis’ aspirational peer universities and academic units.

Given clearly defined and shared criteria for research and scholarly activity, such criteria should be applied to annual merit decisions when those funds are available.
Faculty on nine-month tenured or tenure track appointments who generate external funds may use these funds to cover a portion of their summer compensation consistent with UM1493 (Summer Compensation for Nine-Month Faculty).

In addition, where appropriate, faculty generating external funds may be eligible to participate in the Faculty Incentive Program governed by UM1725 (Faculty Incentive Compensation). Faculty who generate sponsor funding for a portion of base salary and benefits, and whose external funding includes the maximum facilities and administration rate allowed by the sponsor, may negotiate for the duration of the external funding with the appropriate supervisor to receive up to 50% of the salary recovery they produce.

Academic unit tenure and promotion criteria and research merit criteria are evaluated periodically. University policies are also examined on a regular basis to confirm that they continue to support the university mission.

VI. Program Maintenance Methodology

A standing faculty compensation committee will examine and make recommendations on policies such as salary levels in the University as a whole, salary disparity among units, minimum salary levels for Assistant, Associate, and Full Professors, equity and salary compression.