

HORRY-GEORGETOWN TECHNICAL COLLEGE

PROCEDURE

Number: 3.2.3.3
Related Policy: 3.2.3
Title: Compensation Plan for Unclassified Faculty Personnel
Responsibility: Vice President, Human Resources and Employee Relations

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President

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 AGENCY.

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.

I. Classification Actions

The State Human Resources Division (HRD) delegates authority for classification actions to the System/College presidents upon written agreement. All delegated classification actions are subject to audit by the HRD. The HRD reserves the right to revoke parts or all rights of delegated authority from an individual college based upon audits that reveal deficient areas. To establish a new position requires the completion of the Personnel Request for Permanent Position that must be approved by the Vice President for Academic Affairs with final approval by the President. Requests to establish positions after executive approval shall be submitted to the Human Resources Department for processing. The position description shall be completed by the appropriate Assistant Vice President for Academics/Dean or Associate Dean and forwarded to the Human Resources Department to ensure the proper classification of position. Each request shall include a South Carolina Position Description defining the purpose, specific duties and responsibilities, the minimum training and experience necessary to meet the performance requirements of the position and an organizational chart that illustrates the position's reporting relationships within the College. 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/workloads assigned to faculty. The College

President shall determine the optimum structure based on these factors and the resources available to the institution.

II. Minimum Training and Experience Requirements

Faculty (including Librarians)

⁽⁷⁾Horry-Georgetown Technical College employs competent faculty members qualified to accomplish the mission and goals of the College. When determining acceptable qualifications of its faculty, the College gives primary consideration to the highest earned degree in the discipline in accordance with the Southern Association of College and Schools Commission on Colleges (SACSCOC) 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.

All faculty employed by Horry-Georgetown Technical College shall possess at least the minimum training and experience guidelines as specified in this section, consistent with standards of the Southern Association of Colleges and Schools (SACS), Commission on Colleges, and other program accrediting bodies which mandate additional certification, experience and/or training, and other requirements as applicable to that program, which may be imposed by the College. Discipline specific guidelines can be found in the unclassified position specifications.

III. Conditions of Employment

Initial faculty appointments shall be in probationary employment status for two full academic years' duration. An academic year in the SCTCS shall be equivalent to thirty-nine (39) full weeks (Fall and Spring semester). Two full academic years' duration shall equal seventy-eight (78) full weeks. 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 permanent status.

If the employee has covered status and is promoted, demoted, reclassified, reassigned or transferred into a faculty position, he/she will serve a six (6) months trial period. First year faculty, (hired at the beginning of the fall semester) shall be advised of the College's

⁽⁷⁾ *Adapted from The Principles of Accreditation: Foundation for Quality Enhancement, Section 3.7.1 Commission on Colleges, Southern Association of Colleges and Schools. 2004. 19*

intent to extend the offer of employment for an additional probationary year on or about April 1 (the following semester). Prior to March 31, the supervisor based upon prescribed duties and objectives as outlined in the Planning Stage Document will conduct interim evaluation of the Associate Professor's performance. (Dates shall be adjusted based upon initial employment date). As a contingency of continued employment from probationary to permanent status, in their second year of probationary employment the Associate Professor will be required to prepare and present a professional portfolio to their respective Department Chair, appropriate Assistant Vice President/Dean or Associate Dean and to the Vice President for Academic Affairs by March.

The portfolio will be a document that shows evidence of demonstrated teaching and professional contributions to the College since their initial employment. The portfolio is to include, but is not necessarily limited to, documentation that demonstrates effectiveness and success in pedagogy, innovations in teaching, curriculum development, College leadership, student centeredness, technology, diversity and multiculturalism, professional development and enrichment.

During the second year of probationary employment status of an Associate Professor, the College will recommend the cessation of the probationary status effective at the conclusion of the spring semester. An annual evaluation of the Associate Professor's performance in conjunction with the portfolio will be conducted on or before March 1. Prior to March 31, (spring semester of 2nd year) the Vice President for Academic Affairs recommends to the President the status of granting permanent Professorship or advising of discontinuance of employment with the College. (Dates shall be adjusted based upon initial employment date.)

Appointments to faculty positions with supervisory and/or the appropriate Assistant Vice President must recommend management responsibilities for Academic Affairs/Dean or Associate Dean with final approval of the Vice President for Academic Affairs. Such appointments shall be continually assessed and evaluated and are appointed on an annual basis. The Human Resources Department will submit a list of current Department Chairs to the Vice President for Academic Affairs for review by March 1.

Changes to or rotations in Department Chair 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 thirty (30) calendar days written notice provided to the impacted Department Chairs. In such cases, the faculty member may be transferred to another faculty position and any pay supplement or reduction in a 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 disciplinary action up to and including termination of employment.

Based upon a Dean's recommendation, the Vice President for Academic Affairs may invite faculty to apply for Department Chair appointments. Letters of Interest shall be submitted to the

Assistant Vice President/Dean or Academic Dean for Academics. Should two or more faculty submit a Letter of Interest, the Assistant Vice President/Dean or Associate for Academics will submit a list of candidates with strengths to the Vice President for Academic Affairs.

Department Chair appointments are not considered a promotion since faculty includes all personnel whose primary responsibility is direct classroom instruction or a combination of instructional supervisory and/or management responsibilities in direct support of instruction. For purposes of serving as a Department Chair, the base salary cannot be increased, only release time and/or administrative supplement may be granted. Specific guidance and administrative procedures involving appointments, release time, salary supplements are detailed in the College's Instructional Loading Guidelines for Faculty.

Faculty shall be employed either full- 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 39-week salary for each full week worked.

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 Vice Presidents.

The maximum salary will normally be updated annually and distributed with the SCTCS Fiscal Year Salary Increase Guidelines.

V. Salary Determination

The College has developed internal procedures that demonstrate a commitment to equitable and fair compensation among all similarly situated faculty employees. The procedure outlines the overall approval process to include delineating the roles of each college official who will be actively involved in the faculty salary determination process. Approval authority for faculty salary determination has been delegated to the President.

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

A. SETTING OF APPOINTMENT SALARY

1. New Hires

The President is responsible and accountable for setting faculty salaries at an appropriate and equitable level up to the faculty maximum salary. Upon recommendation

of the successful candidate to the President, by the Vice President for Academic Affairs, the Vice President, Human Resources and Employee Relations shall conduct a salary analysis utilizing the College's faculty compensation analysis worksheet and develop a written justification stating the applicable compensable factors considered for the analysis. The employment application, as well as other supporting documentation, will be used in the determination of faculty salaries. The Vice President for Academic Affairs recommends a salary to the President for final approval. The Human Resources Office is responsible for processing the approved paperwork.

The salary analysis will include the following compensatory factors listed below:

- a) Internal equity among similarly qualified faculty within the respective teaching discipline or related discipline,
- b) Documented External market conditions,
- c) Budgetary conditions, 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 page 11 (#D) 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) Promotional, 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 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.)

- 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 the maximum of the faculty pay range if the increase does not create an internal equity issue.

B. TEACHING LOAD REDUCTION/ADMINISTRATIVE PAY SUPPLEMENT

1. The College's established range takes into account the normal teaching load assignments for each department. (See Instructional Loading Guidelines for Faculty.) At times, the established teaching load may not adequately reflect a faculty's workload. When an Assistant Vice President/Dean or Associate Dean deems that a special situation exists, a memo of justification requesting a reduction in teaching load should be sent to the Vice President for Academic Affairs for approval prior to the beginning of the semester. Some factors that could be considered are:

- a) types of classes (lecture/shop/laboratory/clinical),
- b) number and type of preparations,
- c) section size;
- d) time and location of the classes,
- e) more than five (5) preparations, and
- f) budgetary considerations.

2. The teaching load for Department Chairs may be reduced per Policy 8.2.1 to provide time for the performance of the administrative duties and responsibilities normally associated with the specific job assignment. Department Chairs with a reduced teaching load are normally not eligible for teaching overload compensation; however, extenuating circumstances may warrant overload compensation.

3. When supervision of cooperative education programs, clinical learning experiences, work experience or other non-traditional instructional programs are assigned, teaching faculty shall not normally be scheduled for more than a total of thirty-seven and a half (37.5) hours per week to include scheduled instructional class periods, office hours and assigned supervisory responsibilities.

4. Assistant Vice President for Academic Affairs/Deans shall normally not be required to teach. However, extenuating circumstances may warrant assignment of teaching duties.

5. Faculty members may be authorized a reduction in the normal teaching load and/or maybe eligible to receive a pay supplement resulting from their assignment to a position having supervisory and/or management responsibilities.

6. The College has an institutional plan for the specific administration of awarding 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 HRD fiscal year policies, SBTCE fiscal year salary increase guidelines and the College's Employee Salary Increase Plan. 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 as normally developed by the President's Cabinet, in keeping with the General Appropriations Act and policies set forth by the State Human Resources Division. The College shall develop its pay plan, based upon funding capabilities, and utilize a consistent application of allowable compensable factors for awarding salary increases to all similarly situated faculty members. The College's Pay Plan shall be approved by the President's Cabinet and the Area Commission.

2. In-Range Salary Increases

a) Additional Skills/Knowledge Increase

Faculty members, 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) Eligibility

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 upon the completion of the degree. 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 who meet or exceed the State's minimum credential requirements and who earn recognized national certificates and/or degrees in their assigned disciplines/profession from accredited institutions may be eligible for a special base pay increase. Faculty applying for certification in their field, currently taking courses for additional degrees or planning to take additional courses should consult his/her Department Chair, Assistant Vice President/Dean or Associate Dean and Vice President for Academic Affairs to ensure the degree/certificate is consistent with the goals of the department and College.

(2) Approval

A written request from the employee must be approved by the Academic Assistant Vice President/Dean or Associate Dean, Vice President, Human Resources and Employee Relations, and the Vice President for Academic Affairs with final approval of the President before the faculty member begins the process of acquiring the additional degree and/or certification.

At a minimum, the written request, based upon Degree or Certification obtainment, must include the following:

Additional degree and/or certification to be obtained;

- (a) Type of training;
- (b) Expected date of completion;
- (c) How the new knowledge gained directly from the degree and/or certification relates to the job
- (d) How the degree and/or certification enhance the position;
- (e) How the new degree and/or certification assist(s) with the accomplishments of departmental goals;
- (f) How the new degree and/or certification contribute(s) to the overall mission of the College; and

(g) Any efficiencies gained, increased productivity, increased work quality, cost savings or other quantitative measures.

(3) Verification

Upon completion of the certification or degree, the faculty member will submit an official transcript or other documentation certifying the degree and/or certification. The request shall be forwarded through the proper channels to include the approval of the Assistant Academic Vice President or Associate Dean, approval of the Vice President for Academic Affairs and approval of the President for funding. Upon approval, the President shall submit the request to the Human Resources Department for processing.

(4) Compensation

The College may award up to \$1,500/39 weeks for a degree based upon the benefit gained by the College. This degree cannot be for meeting minimum requirements of the position. Such special pay adjustment is awarded at the discretion of the President and upon justification by the Vice President for Academic Affairs.

Faculty earning certain recognized national professional certifications, as approved, may receive a special base pay increase as prescribed below.

Level I- up to \$300/39 weeks

Obtain certification earned through continuing education and/or academic courses; demonstrate proficiency in a specialized skill/field as recognized by a regional national board or a regionally accredited institution of higher education.

Level II- up to \$600/39 weeks

Pass a national examination and take the requisite number of required courses.

Faculty who have received a base pay increase for certificates are expected to maintain their certification as long as they are employed in the same capacity.

Re-certification is not compensable. Such special pay adjustments are awarded at the discretion of the President.

Additional technical skills to keep abreast of current technology or knowledge required to maintain current job responsibilities are not to be considered for an additional skills/knowledge increase.

(5) Approval

Special base pay increases for additional degrees and/or certifications are awarded at the beginning of the fall semester of the academic year. All special pay increases are subject to available funds. Faculty members must have attained either the advanced degree or certification during the immediate preceding academic year to be eligible to receive a salary increase. No increase will be allowed, which will cause an individual's salary to exceed the faculty salary maximum.

b) Performance Increase

The College President may recognize and reward faculty, 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, and
- (4) Designate resources within their existing budget to adequately fund the awarding of the performance increase.

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

The College may wish to retain a faculty member in their current position and may consider awarding an increase 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) must come from another employer, either within (not within the SCTCS system) or outside of state government. College presidents may offer increases up to 15% if the bona fide job offer is from another state agency. If the bona fide job offer is from an employer outside of state government, college presidents may offer increases up to the maximum of the faculty pay range. A faculty member shall receive no more than one (1) retention increase in a twelve (12) month period.

d) Substantial Additional Duties and Broader Responsibilities

The College may grant an increase when a faculty member is assigned substantial additional job duties and/or broader responsibilities that are permanent in nature and not inclusive of a faculty member's core duties and/or responsibilities.

A faculty member's salary may be increased 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 and the increase does not create an internal equity issue. 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

The College may consider awarding an increase for documented cases of substantial salary inequity among similarly situated faculty. Upon request from the Vice President for Academic Affairs, the Human Resources Office shall prepare an analysis and justification to include comparable positions, salaries, years of related experience and other appropriate documentation demonstrating the existence of a substantial salary inequity of identified College faculty. The analysis shall be submitted to the Vice President for Academic Affairs for approval of the increases, with final approval of the President.

E. TEMPORARY SALARY ADJUSTMENTS

A Temporary Salary Adjustment may be awarded to faculty in FTE positions for time limited situations, such as assuming additional job duties and responsibilities not performed in the primary position. Normally, the specified period of time will not exceed one (1) year. The affected faculty member shall be informed in writing that this situation is temporary in nature and shall not be added to their base salary. The salary adjustment must be removed when the circumstances that warranted such an increase are no longer present.

The Temporary Salary Adjustment request must include a detailed justification describing the specific duties and/or responsibilities being assigned and the anticipated period of time the circumstances will be in effect. A temporary salary adjustment will not be awarded for short-term reassignments of less than thirty (30) days in duration. Typically, approval of a temporary salary adjustment will not exceed one year. However, consideration will be given, on a case-by-case basis, when circumstances exist which warrant approval beyond one year. Requests to extend a temporary salary adjustment must be approved by the college prior to the effective date.

F. BONUSES

The College 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.

The college will 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 bonuses to the System Office Human Resource Services for use in complying with reporting requirements of HRD.

G. BUDGETARY CERTIFICATION

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