

Virginia Commonwealth University

**FACULTY SALARY ADMINISTRATION
GUIDELINES**

Vice Provost for Academic Administration
901 W. Franklin Street, Room 101
Phone: 804-828-6349
Fax: 804-828-1887

June 2000

TO: The University Community

FROM: Edwin E. Blanks
Vice Provost for Academic Administration

DATE: June 2000

RE: Faculty Salary Administration Guidelines

These faculty salary administration guidelines have been prepared for the use and convenience of university faculty members, academic administrators, and the university community.

The guidelines provide salary information of interest to both new and continuing faculty. Every reasonable effort has been made to ensure completeness and coverage of all faculty compensation regulations.

Individual faculty members are not allowed to establish their own salaries.

Our salary administration process is based on performance and merit as the determining factors:

- Each salary and/or supplement is established through a process of review and recommendation by the appropriate chair, director, dean or vice provost and vice president to whom the individual faculty member reports.
- The University President and the Board of Visitors are the final approving authorities for faculty salaries.

Major components within this document may be located in other formats throughout the University. This material is also available on the web site at (<http://www.vcu.edu/provost/acadadm>).

I look forward to working with you as we continue to improve our faculty salary administration process.

TABLE OF CONTENTS

FACULTY APPOINTMENTS	1
Instructional (Teaching and Research) Faculty	1
Administrative Faculty	2
Professional Faculty	2
Tenure Status	3
Collateral Faculty	3
Adjunct Faculty	5
Visiting Faculty	5
Eminent Scholar	6
Endowed Chair	6
Emeriti Faculty	7
Affiliate Faculty	7
Administrative Titles	8
Notice of Appointments (Faculty Contracts)	8
FACULTY SALARY ADMINISTRATION GUIDELINES	10
1. Salaries and Salary Conversions	10
1a. Administrative Supplements	11
1b. Salary Supplements	11
1c. Procedures for Converting from 12-Month to 9-Month Salaries	12
1d. Procedures for Converting from 9-Month to 12-Month Salaries	12
2. Merit Increases	13
3. Salary Supplements Due to Increased Responsibilities and/or Changed Job Assignments	13
4. Competitive Offers	14
5. Secondary Assignments (Second Jobs)	15
6. Personal Service Agreement (PSA)	16
7. Benefits and Payroll	16
8. Faculty Instructional Workload	16
CONSOLIDATED SALARY AUTHORIZATION	18
Authorized Salary Average - Teaching and Research Positions (Full Time)	19
Salary Authorization - Summer Employment for Teaching and Research Positions	20
Authorized Salary Average - Administrative and Professional Faculty Positions (Full Time)	21
Financial Arrangements for Medical School Faculty	21
School of Dentistry	22

CONTRACT PREPARATION AND PAF PROCESSING	23
Salary Cap	23
President	23
Academic Affairs	24
1. New Appointments and Changes in Status	24
2. Continuing Appointments	24
Health Sciences	25
All Other Vice Presidents	25
Approval and Supporting Documentation	25

GRANTS, CONTRACTS, AND CONSULTATION	26
--	----

Outside Professional Activity	27
1. Consulting	27
2. Remuneration of Consultation and Outside Employment	28
3. Joint Appointments with Non-University Agencies	29

SPONSORED PROGRAM GUIDELINES - BUDGET PREPARATION	30
--	----

Policy	30
--------	----

APPENDIX

<i>TERMS AND CONDITIONS OF EMPLOYMENT</i>	31
--	----

1. Faculty Handbook
2. Conditions
3. Terms of Appointment
4. Benefits
5. General Limitations
6. Academic Year
7. Payment of Earnings

SALARY ADMINISTRATION CALENDAR	33
---------------------------------------	----

FACULTY APPOINTMENTS

Virginia Commonwealth University offers three types of faculty positions for full-time and permanent part-time appointments: Instructional Faculty (teaching and research faculty), Administrative Faculty, and Professional Faculty. The University also makes temporary faculty appointments known as Collateral Faculty and Adjunct Faculty and offers special faculty appointments such as Visiting, Eminent Scholar, Emeriti and Affiliate.

INSTRUCTIONAL (TEACHING AND RESEARCH FACULTY)

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

Qualification Criteria: Individuals holding instructional 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;
- Must meet regularly all of the above criteria.

Requests for any exception to these criteria must be made through the Vice Provost for Academic Administration.

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;
- Must regularly exercise discretionary actions;

Requests for any exception to these criteria must be made through the Vice Provost for Academic Administration.

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;
- Must produce work that is intellectual and varied in character and should not be standardized.

Requests for any exception to these criteria must be made through the Vice Provost for Academic Administration.

TENURE STATUS

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 the University's Promotion and Tenure Policy.

COLLATERAL FACULTY

Collateral faculty are appointed for a specified term that does not lead to tenure. Collateral faculty members shall hold the same basic benefits, rights and responsibilities specified in the Faculty Handbook as tenured or tenure-eligible faculty except that they shall not be afforded tenure or tenure eligibility. Collateral 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. A collateral faculty

member is eligible to apply for a tenured or tenure-eligible appointment upon termination of an existing collateral appointment.

Collateral appointments shall always be at the rank of professor, associate professor, assistant professor or instructor. When appropriate to the duties assigned to the faculty member holding a collateral appointment, modifiers (e.g., Clinical Professor, Visiting Professor, Research Professor or Teaching Professor) should be used.

A collateral appointment may be for a term of one to five years and is renewable.

Each unit with collateral faculty appointments shall provide written guidelines for promotion. The guidelines shall be the same as those used for promotion of tenure and tenure-eligible faculty except a collateral faculty member's effort shall be weighted by the special mix of duties assigned to faculty holding collateral appointments. The guidelines shall also specify how a faculty vote will be taken in a recommendation to promote or renew collateral faculty appointments.

Collateral 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.

ADJUNCT FACULTY

Adjunct faculty are qualified individuals hired for limited or special assignments to teach particular courses or sections. Adjunct faculty are often employed on a single semester or summer session basis, with no formal expectation of continuation. The rights and privileges of adjunct faculty shall be specified in the guidelines of the unit making the appointment, but adjunct faculty shall not participate in the evaluation of full-time faculty for promotion or tenure. Adjunct appointments may not exceed one year at a time, are renewable, and do not carry tenure-eligible or tenured status or faculty rank.

VISITING FACULTY

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

Appointees shall hold the rank of associate professor or professor, or the equivalent, and shall have achieved national eminence in their discipline as judged by their peers; appointees generally are judged on evidence of effective teaching and productive research as attested by their peers. The "eminence" of artistic achievement or distinguished accomplishments may lie in areas that are beyond academic endeavor but for which there is concrete evidence of superior talent.

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 shall hold the rank of associate professor or professor and must be full-time faculty.

The Virginia Eminent Scholars Program provides State 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 amounting to 50% of the compensation supplement may be available under the program to match qualifying eminent scholar endowment income. State Eminent Scholar funds may only be used as a portion of a supplement to a base salary.

ENDOWED CHAIR

An endowed chair is supported by restricted funds given to the University by donors to support the specific educational mission in perpetuity. An endowment allows donors to transfer private dollars to public purposes to serve those purposes as long as the entrusted institution continues to exist.

Endowed professorships may also qualify for a percentage of eligible funds from the Commonwealth of Virginia's Eminent Scholars Program. Endowed positions support competitiveness in compensation, allowing the University to stay competitive with peers in research and instructional quality and reputation.

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 appointment, a faculty member shall be nominated by the chair, with concurrence by the departmental personnel committee. The nomination then requires approval by the appropriate dean and vice president before submission to the Board of Visitors by the President.

AFFILIATE FACULTY

Affiliate faculty are individuals who, because of their expertise in a given area, can make a contribution to a program. Such contribution may involve giving occasional lectures or acting as preceptor to students during their field work or residencies. Affiliate faculty appointments may be given to persons outside the University, to faculty who hold primary appointments in other departments or schools of the University, or to persons who hold administrative or service positions in the University. Affiliate faculty appointments recognize volunteer contributions to a program.

ADMINISTRATIVE TITLES

Faculty may be assigned administrative titles and responsibilities to be held in addition to any tenured/tenure-eligible or non-tenure faculty rank.

Administrative titles and compensation for administrative responsibilities are held independent of any concurrently held faculty rank. If administrative duties exceed 50% 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.

NOTICE OF APPOINTMENT (FACULTY CONTRACT)

Every faculty appointment or change of status shall be specified in a written notice of appointment issued by or on behalf of the 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 the Board of Visitors.

The notice shall include the following information: position number, rank, unit(s) in which the appointment is made, type of appointment (tenured, tenure eligible, collateral, adjunct), period of appointment, whether the appointment is part or full time and permanent or temporary, and the salary. For a tenure eligible position, the notice of appointment shall also include the length of the probationary period and the tenure review date.

Except for increases in rank or salary, and except for action expressly authorized by these regulations, changes in any of the items listed here are not permitted during the term of an appointment except with the agreement of the faculty member and the Board of Visitors.

See Appendix for *Terms and Conditions of Employment* document that accompanies each contract.

FACULTY SALARY ADMINISTRATION GUIDELINES

Based on the Report and Recommendations of the Salary Administration Study Committee and as approved by the University Council on April 6, 1994, guidelines were established in the following areas to ensure equity and consistency in the salary administration process of Virginia Commonwealth University, effective July 1, 1994:

1. Salaries and Salary Conversions
2. Merit Increases
3. Salary Supplements due to Increased Responsibilities and/or Changes in Job Assignments
4. Competitive Offers
5. Secondary Assignments (Second Jobs)
6. Personal Service Agreement (PSA)
7. Benefits and Payroll
8. Faculty Instructional Workload

1. SALARIES AND SALARY CONVERSIONS

Salaries of faculty and faculty administrators of Virginia Commonwealth University are established upon review and recommendation by the appropriate chair, director, dean, or vice provost and vice president, with final approval by the University President and the Board of Visitors.

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

Salaries for adjunct faculty teaching in evening, off-campus, and summer studies are based on the number of credit hours taught but carry no fringe benefits.

1a. ADMINISTRATIVE SUPPLEMENTS

Each of the University's colleges and schools (and other administrative units as appropriate) will 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 primarily instructional duties.

1b. 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.

**1c. PROCEDURES FOR CONVERTING FROM 12-MONTH TO
9-MONTH SALARIES**

Salaries for Virginia Commonwealth University faculty who return to 9-month faculty status from faculty administrative positions (FA) or from 12-month appointments in faculty positions (F) will be set by deducting any administrative supplement from the total 12-month salary and then computing .818 (rounded to 82% in most cases) of that 12-month base salary for the 9-month salary. The appropriate vice president will recommend that the salary conversion be adjusted in cases of inequity.

Twelve-month salary payments usually end on June 30 and 9-month salary payments begin on August 16, resulting in a break in salary payments. Faculty will be placed on Leave Without Pay for Agency Convenience from July 1 through August 15. Annual leave balances will be paid (to the maximum) and sick leave balances will be transferred. For continuous health care coverage during leave status, the faculty member should contact Human Resources.

**1d. PROCEDURES FOR CONVERTING FROM 9-MONTH TO
12-MONTH SALARIES**

Salaries for Virginia Commonwealth University faculty who assume 12-month appointments will be set by a conversion factor of 122% of the 9-month salary, plus any additional administrative supplements. The appropriate vice president will recommend that the salary conversion be adjusted in cases of inequity. The remaining salary balance for the

9-month, 24 pays position will be paid out upon transfer to a 12-month position.

2. MERIT INCREASES

Annually, the General Assembly authorizes an average salary increase percentage for instructional faculty and a separate average salary increase percentage for administrative and professional faculty. The usual basis for any individual salary increase is **merit**. The faculty member's performance evaluation serves as the justification for each salary recommendation.

3. SALARY SUPPLEMENTS DUE TO INCREASED RESPONSIBILITIES AND/OR CHANGED JOB ASSIGNMENTS

Virginia Commonwealth University will ensure that salary administration procedures exist that are equitable to, consistently applied to, and carefully monitored for all faculty. The following procedures have been established for adjusting salaries due to increased responsibilities and/or changes in job assignments:

- Opportunities to receive additional compensation for an expansion of duties will be made available to all administrative, professional and instructional faculty. These additional duties justify a salary supplement due to increased responsibilities and/or changed job assignments.
- Each application for a salary supplement must include detailed written justification for the supplement.
- The amount of the salary increase is based on objective factors, such as comparable positions within VCU and "peer institutions" of VCU, at the point

of decision making and will be in accordance with the standard review procedures for salary increases.

- The supplement to be added to the base salary for the increased responsibilities and/or changed job assignments will be identified and indicated in the contract letter. The supplement will be withdrawn later if the expanded duties are no longer being performed. 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 increases will also become permanent.

4. COMPETITIVE OFFERS

The University's salary administration process should be utilized to request competitive offer funding. Competitive offer requests must be in writing and approved by the appropriate vice president.

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 his or her performance.

5. SECONDARY ASSIGNMENTS (SECOND JOBS)

Administrative, professional and instructional faculty members are not routinely permitted to receive additional pay when they perform the duties of an adjunct faculty member. Adjunct faculty appointments must be consistent with policies of the Office of the Provost and Vice President for Academic Affairs. Requests for exceptions to allow payment may be made to the Vice Provost for Academic Administration or to the Associate Vice President for Health Sciences on the recommendation of the faculty member's Department Chair, Director, Dean, Vice Provost or Vice President.

Personnel Action Forms (PAFs) are to be signed by the Provost or the Vice Provost for Academic Administration.

The supervisor of the primary assignment **must** concur in the appointment to the secondary assignment to ensure no conflict exists between the two positions and that the faculty member's effectiveness in the primary assignment will not be jeopardized.

Combined total pay for all secondary assignments shall not exceed 33-1/3 percent of the full-time academic year salary for an individual faculty member.

6. PERSONAL SERVICE AGREEMENT (PSA)

A Personal Service Agreement (PSA) is a contract between the University, or some unit thereof, and an individual or group for services to be performed for the University. A PSA authorizes payment for professional services that are outside the faculty member's normal responsibilities. Additional information regarding PSAs is included at the Human Resource website.

7. BENEFITS AND PAYROLL

The Human Resources staff coordinates faculty benefits: 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 Resources Payroll Accounting Department issues paychecks, coordinates deductions, and handles direct deposits of salary and other matters involving wage and salary payments to university employees.

8. FACULTY INSTRUCTIONAL WORKLOAD

Each faculty member's contractual obligation is for effort established at the school and department level. Faculty teaching workloads reflect the different levels of effort required at the undergraduate and graduate levels. In addition to instruction, scholarship and service are expected of each faculty member and instructional workloads are established accordingly.

Faculty having external sponsorship may use grant or contract funds to reduce their normal instructional responsibilities through a "buy-out" at an agreed upon percentage of annual salary and fringe per 3-credit course or equivalent. No instructional faculty member may be completely removed from instruction in any but the rarest of exceptional circumstances. The decision regarding each faculty member's workload effort will be made by the faculty member's dean.

Salary savings resulting from grant release are divided between the school/college and the department. The first responsibility against the departmental salary savings is to replace instructional capacity.

CONSOLIDATED SALARY AUTHORIZATION

The State requires each public college or university in Virginia to maintain and report data about its faculty appointments. A major part of this reporting requirement is the calculation and analysis of faculty salary averages for instructional faculty and for administrative and professional faculty. Rules for maintenance of faculty records, calculation of the salary averages, and for analysis of the results are provided annually by the Department of Personnel and Training, under the signature of the Secretary of Education, in the *Consolidated Salary Authorization for Faculty Positions in Institutions of Higher Education (the Authorization)*.

The *Authorization* also contains each institution's Appropriated salary average, which is computed by the State. The Appropriated average estimates the change in average salaries based on the annual salary increase rate approved by the General Assembly. Changes in the actual instructional faculty salary average from year to year are compared with changes in the Appropriated average to insure funds intended for salary increases are actually used for increases. The actual instructional average must be within 20 percentage points (i.e., between 98% and 102%) of the Appropriated average. Prior to 1999-2000, the acceptable range was only 1.0 percentage point.

The State compares Appropriated averages with peer groups to set average salary increase rates. For the last several biennia, the State has worked to fund average salaries at Virginia colleges and universities at a level equal to the 60th percentile of their peer groups. In this process, the State estimates the salary increases likely at

schools across the country for the upcoming biennia and then calculates the salary increase rate needed to increase each Virginia school's Appropriated average to the estimated 60th percentile of its peer group.

The instructional faculty and the administrative and professional faculty salary averages are also compared to insure a balance between faculty and administrator average salaries. The salary average for instructional faculty is computed as if all faculty are paid for 9 month contracts (12 month salaries are converted to their 9 month equivalent amount.) The administrative and professional salary average is based on 12 month salary amounts. The administrative and professional faculty salary average cannot exceed 135% of the 9 month instructional faculty average.

The *Authorization* contains several other sections that define other aspects of faculty appointments and compensation. The *Authorization* defines various types of faculty appointments, and sets rules for summer compensation and for clinical faculty compensation. Highlights of these sections are presented below.

**AUTHORIZED SALARY AVERAGE-TEACHING AND RESEARCH POSITIONS
(FULL-TIME)**

- Research positions (9/10-month and 11/12-month) with the rank of professor, associate professor, assistant professor, or instructor that are engaged in teaching and research for 50 percent or more of the time, except those described in "Financial Arrangements for Medical School Faculty" and "School of Dentistry".
- For the teaching and research positions designated above, a salary average authorization is hereby established for each institution of higher education.

- Each institution has a benchmark list of up to 25 institutions. The benchmark list includes the Virginia institution for which the list was developed. No Virginia institution appears on another Virginia institution's list.

A systematic process using qualitative factors related to each institution's program and mission as well as other variables was conducted to finalize benchmark lists. Examples of qualitative factors are percent of faculty with terminal degrees, program accreditation, and library holdings.

Salary averages for benchmark institutions will be secured from a national faculty salary survey commissioned by the American Association of University Professors or from the National Center for Educational Statistics.

The respective governing boards will establish salaries for individual members of the faculty staffs of the institutions within the salary standards.

SALARY AUTHORIZATION-SUMMER EMPLOYMENT FOR TEACHING AND RESEARCH POSITIONS

Faculty who are paid for summer employment should receive a salary that is proportionately equal to their academic year rate. Total pay for summer employment shall not exceed a percent of the full-time academic year salary of the individual staff member. The percent shall be determined by the following formula $52-N/N$ where N equals the number of weeks in a faculty member's academic year contract. The governing board may alter this rule if substantial variation in summer-session/intersession workloads exist.

Summer salary for 9-month (academic year [AY]) faculty members is paid at the same rate as the last month's pay in the immediately preceding AY. The simple way to calculate this rate is one-ninth (1/9) of the gross annual salary defined in the most recent merit increase letter. Note that merit increases go into effect as determined by the General Assembly.

AUTHORIZED SALARY AVERAGE-ADMINISTRATIVE AND PROFESSIONAL FACULTY POSITIONS (FULL-TIME)

- Administrative and professional faculty are excluded from the instructional faculty salary calculation used in benchmark comparisons.
- Employees in classified positions are excluded from the administrative and professional faculty.
- 1998-99 Authorization: The combined salary average for 11/12-month appointments to administrative and professional faculty positions may not exceed the authorized 9/10-month salary average for the teaching and research faculty positions by more than 35 percent. In the computation of the mean salary for administrative and professional faculty appointments, the salaries paid for any 9/10 month's employment will be included at the ratio of 1.22.

FINANCIAL ARRANGEMENTS FOR MEDICAL SCHOOL FACULTY

School of Medicine faculty are subject to the Virginia Commonwealth University Board of Visitors approved policy entitled *Financial Arrangements for Medical School Faculty*. This policy defines the faculty salary structure and employment status for all full-time and part-time faculty members in the VCU School of Medicine. The policy also defines the approval procedures and processes for all compensation for medical

school faculty. Full-time faculty in the School of Medicine are assigned to one of three salary groups: 1) M.D. Clinical Salary Group; 2) Non-M.D. Clinical Salary Group; and, 3) Teaching/Research Salary Group. Faculty holding Administrative and Professional faculty positions are not assigned to a salary group.

Faculty assigned to a salary group are paid according to the *Annual Salary Schedule for Medical School Faculty* approved each year by the VCU Board of Visitors. In addition, faculty assigned to the M.D. Clinical and Non-M.D. Clinical salary groups are subject to the *VCU School of Medicine Faculty Salary and Incentive Plan for Clinical Faculty*, effective July 1, 1998.

Faculty in the School of Medicine who are also employees of MCV Physicians (MCVP) are eligible to receive compensation directly from MCVP.

SCHOOL OF DENTISTRY

School of Dentistry faculty will be allowed to earn supplemental income through private practice. Such supplemental income shall be limited to a maximum level approved by the Board of Visitors each year and such private practice shall be limited to one day per week.

School of Dentistry faculty will be required to maintain a full-time state schedule. The supplemental income allowed under this authorization will not be included as salary in determining the faculty salary average of the institution.

CONTRACT PREPARATION AND PAF PROCESSING

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.

SALARY CAP

An individual faculty member's salary amount does not have an absolute dollar cap. However, there is a formula utilized to calculate a maximum allowable salary based on the approved institutional base salary. The formula presented within the *Consolidated Salary Authorization* section is used to calculate the new allowable salary. This newly calculated amount may only be enhanced with approval from the appropriate vice president and the University President.

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.

ACADEMIC AFFAIRS

1. NEW APPOINTMENTS AND CHANGES IN STATUS

Contracts for new appointments and changes in status are prepared in the Provost's office and signed by the Provost or the designee.

Personnel Action Forms (PAFs) are signed by the Provost or Vice Provost for Academic Administration.

The Request for Faculty Contract, PAF and supporting documents are sent to the Administrative Staff Assistant in Academic Administration for contract creation and distribution.

The faculty member returns the signed contract to the school/college for forwarding to Academic Administration. The executed contract, signed PAF, and appropriate attachments are forwarded to the Human Resources Division. Copies of the documents are sent to the requesting dean's office for its records.

2. CONTINUING APPOINTMENTS

Contracts for continuing tenure eligible, collateral and administrative faculty who have no changes in status are prepared by and returned to the dean's office in the school/college. The signed originals are forwarded to the Provost's office 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 Provost's office.

HEALTH SCIENCES

With coordination by the Office of the Vice President for Health Sciences, the dean's office in each of the Health Sciences schools issues faculty contracts and salary notifications. Schools of Allied Health Professions, Dentistry, Medicine, Nursing and Pharmacy 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.

APPROVAL AND SUPPORTING DOCUMENTATION

All new faculty appointments and/or changes of status are reported at the next scheduled Board of Visitors meeting for review and approval.

To meet institutional accreditation standards, every faculty member must have an official, seal-bearing transcript on file in the appropriate vice president's office.

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, which 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 (a) the current VCU Manual on Grants and Contracts and (b) the current regulations of the funding source. Copies are available from the VCU Office of Research.

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.

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 certain 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.

1. 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*.

2. REMUNERATION OF CONSULTATION AND OUTSIDE EMPLOYMENT

The University allows faculty to accept fees for professional consultation services.

Faculty in the School of Medicine are subject to the consulting policies described above under *1. Consulting*. In addition, professional activities for faculty in the School of Medicine are subject to the VCU policy entitled *Financial Arrangements for Medical School Faculty*.

Faculty in the School of Dentistry are permitted to supplement their salaries by private practice; these revenues are apportioned among the faculty member, the department, and the school. The School of Dentistry has a specified maximum income that may be earned from private practice within the institution.

3. 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.

SPONSORED PROGRAM GUIDELINES - BUDGET PREPARATION

POLICY

Virginia Commonwealth University will comply with all requirements of sponsoring agencies for awards accepted by the University. If an agency specifies a salary cap, the University will ensure that any salary above that rate or amount will not be charged to the award, but will be treated as voluntary cost sharing. The existence of a salary cap may influence the University's willingness to propose, or to accept, a specific award. For project administration and specific procedures, contact the Office of the Vice President for Health Sciences.

TERMS AND CONDITIONS OF EMPLOYMENT

(This document accompanies each contract and is approved by the University General Counsel.)

1. FACULTY HANDBOOK

The provisions of the Virginia Commonwealth University Faculty Handbook, and any future modifications to it, are incorporated into this contract by reference and constitute part of the contract.

2. CONDITIONS

As a condition of your faculty appointment at VCU, you are subject to all applicable policies and procedures of the University. Significant policies and procedures include, but are not limited to, University statements which address promotion and tenure, conflict of interests, outside professional activity, and intellectual property. It is your responsibility to be aware of these policies and procedures as well as all others which may apply to you. University policies and procedures are subject to change, and further information regarding those which may be applicable to you, in addition to information concerning your privileges and duties as a faculty member, may be obtained by contacting your department chair or by visiting the VCU web site at www.vcu.edu.

FOR INITIAL FACULTY APPOINTMENT: This offer of employment is conditional upon your completing a criminal history request form and the satisfactory confirmation of the information reported on the form by criminal justice officials of the Commonwealth of Virginia and any other states in which you have previously resided. As required by state law, the employment offer also is conditional upon your verifying that you have registered for the Selective Service or providing documentation from the Selective Service System that your requirement to register has been "terminated or become inapplicable." A U.S. Department of Justice I-9 Employment Eligibility Verification also must be completed no later than three business days from the date employment begins.

3. TERMS OF APPOINTMENT

Your appointment with the University is binding after approval by the Board of Visitors of the University.

Renewal of tenure eligible appointments shall be at the option of the University, subject to the non-reappointment notice requirements contained in the Faculty Handbook.

Any extension or renewal of contracts shall be at the option of the University.

TERMS AND CONDITIONS OF EMPLOYMENT

Page 2

FOR ALL APPOINTMENTS EXCEPT TENURED FACULTY: To be valid, the extension or renewal of an appointment must be in writing and signed by the President, Vice President or appropriate designee of the University.

4. BENEFITS

Each person employed by Virginia Commonwealth University who is entitled to benefits in addition to salary is responsible for making all decisions and for taking all actions relating to such benefits appropriately and within benefit deadlines.

5. GENERAL LIMITATIONS

This contract is subject to the acts of the General Assembly of Virginia, the Governor's consolidated salary authorization of faculty positions, executive orders of the Governor, and the regulations adopted by the Board of Visitors of Virginia Commonwealth University.

6. ACADEMIC YEAR

12-Month Faculty:	July 1 through June 30
9-Month Faculty:	August 16 through May 15

7. PAYMENT OF EARNINGS

Compensation will be paid in 24 payments, paid over 12 months.

VIRGINIA COMMONWEALTH UNIVERSITY

SALARY ADMINISTRATION CALENDAR

Specific performance and completion dates are set on an annual basis.

1. Board of Visitors meets to review Promotion and Tenure recommendations and School of Medicine (SOM) Clinical Faculty Salary recommendations
 - Approved Promotion and Tenure list sent to Human Resource Division (HRD) for salary adjustments and to the Office of Budget and Resource Analysis for budget reallocations
 - Approved SOM Clinical Salary Recommendations sent to the HRD
2. Provost and Vice Presidents
 - 9-month faculty contracts except previously tenured faculty (without merit increase) issued and/or postmarked
 - 12-month faculty contracts (without merit increase) issued and/or postmarked
3. Office of Budget and Resource Analysis provides Provost's Office with salary increase pools for university and executive level, based on December 31 budget of the previous year
4. Distribution of Salary Pools and Salary Administration Calendar
 - Provost's Office provides executive level salary increase pools and salary administration calendar to the President and Vice Presidents
 - Vice Presidents provide salary increase pools to schools and units
5. Last day for Personnel Action Forms (PAFs) to be received by HRD for July fiscal year changes
6. Human Resource Division and Office of Institutional Research and Evaluation
 - Prepare Faculty Salary Administration (FSA) diskettes/files based on July month-end data
 - Distribute FSA diskettes/files to the President and Vice Presidents
7. Departments/Units
 - Prepare preliminary salary recommendations based upon performance evaluations
 - Deans/Vice Provosts meet with appropriate Vice President prior to September date for review and approval
 - Vice Presidents forward approved diskettes/files to Office of Budget and Resource Analysis
8. Office of Budget and Resource Analysis and Human Resource Division
 - Provide a draft of the Board of Visitors merit salary increase recommendations to the President and each Vice President's office for review and verification
 - Send a copy of diskettes/files to Office of Institutional Research and Evaluation for preliminary analysis
9. President and Vice Presidents return draft Board of Visitors merit salary increase recommendations to Office of Budget and Resource Analysis after final review, verification and approval. Office of Budget and Resource Analysis forwards changes to Office of Institutional Research and Evaluation.

10. Office of Institutional Research and Evaluation completes analysis of faculty salary averages
11. Office of Budget and Resource Analysis forwards final version of Board of Visitors salary recommendations with each Vice President's approval to the President's Office
12. Office of Budget and Resource Analysis forwards final version of Board of Visitors salary recommendations to the President's office for printing, binding and preparation for mailing
13. President's Office forwards final Board of Visitors salary recommendations to printer
14. Board of Visitors meeting material distributed
15. Board of Visitors meets to consider salary recommendations
16. President's office notifies each vice president of Board of Visitors action. Vice Presidents notify the Vice Provosts and Deans.
17. Approved faculty merit increase notifications issued and/or postmarked
18. Human Resource Division processes faculty merit salary increases
19. Human Resources Division processes budget adjustments