

The Committee charge:

The original charge to the committee was to obtain recommendations for policies governing pay for teaching in the mini-sessions and in alternative delivery modes from all the representative bodies, Graduate Council, Academic Council, Council of Chairs and Faculty Senate. However, the issue was expanded at the first meeting by Associate Provost Moore to include developing policies governing faculty pay related to: courses taught in load, and out of load; in mini-sessions and in regular terms; summer pay scales; and adjunct pay as well as identify and investigate all issues relevant to faculty pay, which also includes designation of appropriate minimum course enrollment, faculty compensation for developing courses and then delivering them in non-traditional manners, such as IVN, online, hybrid, intensive sessions, and any variation away from face to face in a “standard” semester configuration. This committee was asked to create a set of policies to recommend to the deans and provost based upon the investigations and evaluation of feedback from the university community and the various elected bodies it represents: Academic Council, Council of Chairs, Faculty Senate, and Graduate Council.

The following policy recommendations are offered for your consideration. These are the result of initial discussions and requests for comment. Please provide written comments to your representatives, statements of support or disagreement with recommendations would be appreciated, as well as any additional information or recommendations you wish to have included in the discussion. The committee members are

Dr. Stan Hauer, Academic Council	<a href="mailto:Stanley.Hauer@usm.edu">Stanley.Hauer@usm.edu</a>
Dr. Jerome Kolbo, Graduate Council	<a href="mailto:Jerome.Kolbo@usm.edu">Jerome.Kolbo@usm.edu</a>
Dr. J Norton, Chair	<a href="mailto:Melanie.Norton@usm.edu">Melanie.Norton@usm.edu</a>
Dr. Bill Powell, Faculty Senate	<a href="mailto:William.Powell@usm.edu">William.Powell@usm.edu</a>
Dr. Kathy Yadrick, Council of Chairs	<a href="mailto:M.Yadrick@usm.edu">M.Yadrick@usm.edu</a>

POLICY RECOMMENDATIONS:

- Decisions related to course offerings, enrollment limitations, whether minimum or maximum, and overload pay should be made at the department level within the colleges’ consciousness of budgetary responsibility.
- All policies related to faculty pay issues should be reviewed on a regular basis by the representative bodies, at minimum every three years.
- The base of \$1500 per credit hour, established at the assistant professor level should be employed, pro-rated to rank, above and below such that the attached summer, or mini-session, or overload pay schedule be instituted, (see appendix attachment) pending review by the various bodies the committee represents.
- The minimum adjunct salary, regardless of academic session or delivery, should be set at the above recommended instructor base, with adjustment allowed at the departmental level to address market forces and areas of expertise.
- A development fee of \$1000.00 should be paid to the faculty member for the initial development of a course for online delivery. After the initial development incentive and after the initial offering, a \$500 delivery incentive should be paid to faculty offering the course online there after. (These two fees would NOT be combined.)
- The Graduate Assistants should be allowed to apply tuition waivers to credit hours in mini-session.

- Responsibility and oversight to ensure that the mini-session, overload provisions are not exploited to the detriment of academic quality should reside in the department and colleges. Recommendations to ensure academic quality might include:
  - Limit the number of credit hours a faculty member could teach in mini-session, or approved overload to no more than four credit hours,
  - Ensure that junior and senior faculty have equal opportunities to participate in alternative learning formats,
  - Maintain ongoing documentation appropriate to SACS, NCATE and university review such as syllabi, enrollment, faculty credential, history of appropriate university approval of format changes (anything that has not already been approved)
  - Conduct significant course evaluation on each offering

## Summary

This committee reviewed two other Mississippi universities' policies governing summer and alternative format pay for information purposes. The committee recommendations are rooted in the following points.

The initial concern regarding alternative learning pay came about with the initiation of mini-sessions. The basic salary was set at \$1500.00 per credit hour, with a limit of four credit hours allowed to be taught during a mini-session by an individual. This created a situation where some assistant professors could earn more money teaching in mini-sessions at the beginning and end of the summer than they could earn teaching three courses during the summer. This led to other questions about the equity of summer pay in general as well as overload pay and adjunct pay.

Extended discussion among the committee and with the groups the members represent lead to the conclusion that faculty summer salary must be coherent with any overload or mini-session salary, otherwise it appears inappropriate incentives are created, which could lead to courses being offered in formats promoting personal profit and not academic excellence. The committee recommends the base of \$1500 per credit hour, established at the assistant professor level should be employed, prorated to rank, above and below such that the attached summer, or mini-session, or overload pay schedule be instituted, pending review by the various bodies the committee represents. The selection of this amount was based upon the mini-session rate, and a compromise between setting the base rate at the instructor level, or the full professor level.

Adjunct salary must be competitive to assure USM access to the best-qualified individuals to supplement the teaching corp. Well-qualified adjuncts are critical to continuing accreditation and appropriate academic opportunities for our students. The committee recommends that minimum adjunct salary be set at the recommended instructor base, with adjustment allowed at the departmental level to address market forces and areas of expertise. The pay recommendation for adjuncts includes all academic sessions, and delivery methods.

Decisions related to course offerings, enrollment limitations, whether minimum or maximum, and overload pay should be made at the department level within the colleges' consciousness of budgetary responsibility, not at the provost level. Departmental monitoring of enrollments allows for decisions based on overall departmental enrollment and student needs.

The committee recommends permitting graduate assistants to apply tuition waivers to credit hours in mini-session. The advantages to the students include being able to distribute their course load better, and having access to courses that may not be available at any other time. Permitting their enrollment also assists in maintaining enrollment numbers for courses.

The committee discussed online development and delivery incentives after detailing the creation and offering process for members who had not conducted online courses. The outcome recommendation was that a development fee of \$1000.00 should be paid for the initial development of a course for online delivery. After the initial development incentive and after the initial offering, a \$500 delivery incentive should be paid to faculty offering the course online there after. The delivery incentive would only be paid after the initial offering and is based upon the innate requirements in online courses to affect significant maintenance at each offering.

Recurring discussion about all alternative education delivery has a focus on appropriate academic integrity. Faculty and departmental bodies must be the first line in academic decisions, and should also be held responsible for the integrity of their programs. Compliance with various best practices, attention to accreditation documentation and requirements will assist in assuring academic strength.

The impact of the recommended summer salary base would be the necessary increase in enrollment minimum guidelines by four students per class. However, allowing departments to manage course offering and consider large enrollment courses in conjunction with lesser-enrolled courses should minimize the impact of this change in minimal class size guidelines on course offerings. Setting summer salary in line with the mini-sessions (and adjusting mini-sessions correspondently) will allow faculty to make course offering decisions based on appropriate academic interests rather than the enticement of substantially skewed salary differences. Mini-sessions will remain lucrative and enticing, but will not make offering courses in typical summer sessions less attractive financially. Overload pay in relation to the recommended base changes may be the most impacted as it may become more effective to employ adjuncts, or actually hire full time faculty to serve the students needs creating overload necessity. However, overload pay must be reconciled with other salary incentives least faculty be exploited.

If adjuncts are paid at the same base rate as instructors, there will still be some savings in using adjuncts, as there are minimal benefits paid (9.5%), but there would still be noticeable increases in the cost of using adjuncts compared to the current adjunct system. There would be less incentive to use adjuncts since the cost savings would be decreased. Increasing adjunct base pay also addresses qualification concerns as well as the pressure from accrediting bodies to move away from all but the most essential use of adjuncts.

Assuming departments already plan carefully to provide only courses determined to be appropriate in format and student service, departmental management of enrollment, and selection of time frame and delivery format should adequately adjust the summer and mini-sessions to be successful.

Accepting summer semesters and mini-sessions must be self-sustaining, covering all incurred costs of salary and benefits; the committee has considered the long-term economic impact of the recommendations. Implications of changing summer base include requiring the establishment of enrollment criteria by each college and department, and the further development of policies governing how many courses faculty of various rank may expect to be able to teach.

All members of the university will need to examine the recommendations submitted. The potential for impacts well beyond just faculty salary are real and measurable. However the sustained growth of the university, of its enrollment and services should, overtime balance what at first may be a serious increase in faculty salary costs. If more faculty are willing to teach in summer, or during mini-session, it will be possible to attract more students, and provide more diversity in course offerings. Departmental management of enrollment criteria is essential to maintaining a balance among high and low enrollment courses, which allows courses to be offered creating economic good will for future courses.

This is a draft document, and should elicit a significant amount of discussion on the topics involved. Appendices of calculations based on current and proposed salary recommendations are attached.

Appendix A: **Current summer salary schedule**

Current Summer Salary

rank /hrs	Professor	Assoc Prof	Assist Prof	Instruct
1	1265	1128	1018	825
2	2530	2256	2036	1650
3	3795	3384	3054	2475
4	5060	4512	4072	3300
5	6325	5640	5090	4125
6	7590	6768	6108	4950
7	8855	7896	7126	5775
8	10120	9024	8144	6600
9	11,500	10,250	9,250	7500

**Table 1: Current Summer Salary**

Adding 20% overhead (benefits)

rank /hrs	Professor	Assoc Prof	Assist Prof	Instruct
1	1518	1353.6	1221.6	990
2	3036	2707.2	2443.2	1980
3	4554	4060.8	3664.8	2970
4	6072	5414.4	4886.4	3960
5	7590	6768	6108	4950
6	9108	8121.6	7329.6	5940
7	10626	9475.2	8551.2	6930
8	12144	10828.8	9772.8	7920
9	13800	12300	11100	9000

**Table 2: Current Summer Salary with Benefits**

Using the current summer salary and adding 20% for summer (or mini-session, or overload) benefits, table 2 reviews the true salary cost of a faculty member.

Using undergraduate tuition for three credit hours (\$576) for the calculation it requires eight (8) students to pay the current summer salary and benefits for a full professor or associate professor, seven (7) students are necessary to pay for an assistant professor and six (6) students to pay for an instructor.

Using graduate tuition for three credit hours (\$765) for the calculation it requires six (6) students to pay the current summer salary and benefits for a full professor or an associate professor, five (5) students are necessary to pay for an assistant professor

Currently, an adjunct's pay would be increased by 9.5% to cover the 'benefits' cost.

Appendix B: **Proposed**

**Proposed Summer (mini-session, overload) Salary recommendation**

rank /hrs	Prof	Assoc Prof	Assist Prof	Instruct
1	1815	1650	1500	1350
2	3630	3300	3000	2700
3	5445	4950	4500	4050
4	7260	6600	6000	5400
5	9075	8250	7500	6750
6	10890	9900	9000	8100
7	12705	11550	10500	9450
8	14520	13200	12000	10800
9	16,335	14,850	13,500	12150

**Table 3: Proposed based on \$1500 per credit hour**

**Adding 20% overhead (benefits)**

rank /hrs	Prof	Assoc Prof	Assist Prof	Instruct
1	2178	1980	1800	1620
2	4356	3960	3600	3240
3	6534	5940	5400	4860
4	8712	7920	7200	6480
5	10890	9900	9000	8100
6	13068	11880	10800	9720
7	15246	13860	12600	11340
8	17424	15840	14400	12960
9	19602	17820	16200	14580

**Table 4: Proposed with 20% Benefits**

Table 3 shows costs of using the proposed summer (mini-session, overload) salary base of \$1500 per credit at the Assistant Professor level. Table 4 shows the costs of the proposed salary with the 20% additional benefit.

Using the proposed summer (mini-session, overload) salary and adding 20% for summer (or mini-session, or overload) benefits, table 4 reveals the benefit and salary cost of a faculty member.

Using undergraduate tuition for three credit hours (\$576) for the calculation it requires twelve (12) students to pay the proposed summer salary and benefits for a full professor, eleven (11) for an associate professor, ten (10) students are necessary to pay for an assistant professor and nine (9) students to pay for an instructor.

Using graduate tuition for three credit hours (\$765) for the calculation it requires nine (9) students to pay the proposed summer salary and benefits for a full professor, eight (8) for an associate professor, eight (8) students are necessary to pay for an assistant professor.

Currently, an adjunct's pay would be increased by 9.5% to cover the 'benefits' cost.

In the proposed salary scheme, an adjunct's base pay would be at least as much as an instructor's, regardless of the academic session or delivery method.

Appendix C: Comparison of Enrollments required to cover salary and benefits.

Based on a three credit hour course and three credit hour students, how many students at each rank to recover faculty salary and benefits

**Current Salary**

	Professor	Assoc Prof	Assist Prof	Instruct
<u>Undergrad enrollments</u>	<u>8</u>	<u>8</u>	<u>7</u>	<u>6</u>
<u>Graduate enrollments</u>	<u>6</u>	<u>6</u>	<u>5</u>	<u>4</u>

**Proposed Salary**

<u>Undergrad enrollments</u>	<u>12</u>	<u>11</u>	<u>10</u>	<u>9</u>
<u>Graduate enrollments</u>	<u>9</u>	<u>8</u>	<u>8</u>	<u>7</u>

To support the recommended summer salary, mini-session and overload increase will require classes to enroll at least four more students per class.