



# Faculty Salary Administration Guidelines



# Faculty Salary Administration Guidelines

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## INTRODUCTION

These guidelines provide the basis for establishing and modifying faculty salaries at Virginia Commonwealth University (VCU). They support VCU's strategic priorities and a commitment to recruit and retain faculty and senior leadership with the skills and talents to increase quality learning, high impact research, and diversity at all levels. To this end, VCU is committed to attracting and retaining top faculty talent through competitive salaries and by ensuring that faculty compensation is consistent with a competitive research university environment. These guidelines apply to all full-time faculty positions at VCU, with adjunct faculty being covered in a special section below. All faculty pay actions, including pay actions for adjunct faculty, require approval by the respective senior vice president's office and must be appropriately documented to ensure compliance with applicable federal and state guidelines.

**IMPORTANT NOTE:** Because all employees of Virginia Commonwealth University are employees of the Commonwealth of Virginia, all faculty salaries are contingent upon continued funding by the General Assembly of Virginia.

For additional information about faculty positions, see [VCU's Faculty Promotion and Tenure Policies and Procedures](#) and the [Faculty Handbook](#).

## WHO SHOULD KNOW THESE GUIDELINES

All faculty and university administrators responsible for faculty personnel should know these guidelines and familiarize themselves with its contents and provisions.

## DEFINITIONS

### Academic Administrator

This employee group is comprised of individuals in leadership positions (i.e. vice president, provost, vice provost, dean, associate dean, some directors, etc.) who have been assigned administrative responsibilities and titles, held in addition to a concurrent faculty appointment (tenured, tenure-eligible, or term). Administrative titles and compensation for administrative responsibilities are held independently of any concurrently held faculty rank. Administrative titles and responsibilities are held for specific terms or at the discretion of an administrative officer.

### Adjunct Faculty

Adjunct faculty serve the university in a part-time capacity and are considered non benefits-eligible. Adjunct faculty may provide credit instruction, non-credit instruction, or other academic functions. Compensation guidelines specific to adjunct faculty are articulated in a special section below.

### Bonuses

- **Performance Based Bonus** - Under VCU's [Faculty Bonus Award policy](#), a performance-based bonus is a one-time, lump-sum award (which does not affect base pay) intended to recognize faculty for performance that

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exceeds the normal expectations and requirements for their position or for superior accomplishments or achievement.

- **Sign-On Bonus** - A lump-sum payment that can be offered to a prospective faculty member with the required university approvals. These bonuses are generally used to defray costs of moving and relocation and/or to provide an incentive for accepting the faculty position being offered. Faculty who do not remain employed for at least one year after their initial hire date must in most cases repay the amount of the sign-on bonus that has been disbursed to date.

### Faculty

Employees in teaching and research positions who have principal and regularly assigned responsibilities that encompass a significant commitment to teaching, including the development and delivery of the university curriculum for students enrolled at VCU and/or a significant commitment to original research and scholarship that includes the creation, dissemination, and application of new knowledge and/or artistic expression. Faculty positions:

- Are generally full-time appointments with an academic rank made under the ultimate authority and with the final approval of the respective Vice President's Office
- Are the employee's primary appointment
- Involve principal and regularly assigned duties and responsibilities of teaching, research, scholarship or creative activity that represents the majority of the contractual time
- Are subject to university policies and unit guidelines associated with faculty expectations and assessment

### Institutional Base Salary ("Base Salary")

Institutional Base Salary (IBS) is the annual compensation set by VCU for an employee's primary job or appointment, whether that individual's time is spent on research, teaching, administration, patient care, or other activities. This includes supplemental pay for additional duties inextricably linked to a primary job. Examples include but are not limited to roles such as: department or division chair, center or institute director, committee chair, program director, and board appointments.

IBS may also include other non-VCU salaries for clinical faculty who receive compensation from VCU Board of Visitor approved sources such as: MCV Physicians Practice Plan or VCU Dental Care. Lastly, when 9-month faculty take on summer assignments that are inextricably linked to their primary 9-month appointments, this compensation is considered IBS. This includes 3-month, grant funded, research appointments that occur over the summer semester.

VCU does not consider the following types of compensation as IBS: bonus pay, overload compensation (positions that are separate and in addition to an employee's primary role), and approved consulting external to VCU. Non-IBS compensation is not tracked in the University's Effort Reporting system, with the exception of those charged directly to sponsored programs.

### Secondary Assignment

In accordance with VCU's [Secondary Assignments](#) policy, faculty may hold only one primary job but may hold secondary assignment(s) within the university, subject to the restrictions noted in the policy and with the required approvals. Secondary assignments are generally temporary and are not benefits-eligible, except where required by law.

**Supplemental Salary (Administrative and Salary Supplements)**

Supplemental salary is compensation that is provided in addition to base pay, with the required university approvals.

An administrative supplement may be provided to individuals who hold faculty rank and who have additional administrative responsibilities (i.e. department chair, associate chair, director, etc.).

A salary supplement may also be provided to faculty taking on significant additional responsibilities (such as overseeing a school's accreditation, development of new school curriculum, serving as graduate director, etc.). Supplemental salary is not part of the base salary; it is considered **temporary** and will end when the administrative or supplemental duties end.

Administrative and salary supplements are to be specifically identified in the initial contract and any subsequent contract renewals (usually detailed with an asterisk clause), noting that the supplement is to be withdrawn when the administrative/additional duties end.

Please note that supplemental/administrative pay related to the primary appointment (such as a chair or director supplement) is considered part of a faculty member's institutional base salary.

**ADJUNCT FACULTY COMPENSATION**

Please note: This is the only section within the Faculty Salary Administration Guidelines document that applies to adjunct faculty and it pertains only to adjunct faculty who do not simultaneously hold a benefits-eligible position at VCU.

Compensation for adjunct faculty is set at the department level and must adhere to the following criteria:

- The minimum compensation for adjunct faculty teaching standard university credit hours will be **\$1,260** per credit beginning with the Fall 2022 semester. Compensation for adjunct faculty teaching non-standard credits must align with this rate, based on credit equivalencies.
- VCU's [Summer Studies and Intersession Faculty Compensation Policy](#) applies to adjunct faculty who provide credit instruction during the summer and intersession.
- Non-instructional adjunct faculty must be paid at least **\$684** per week over the course of their contract period, regardless of hours worked, in order to comply with provisions of the Fair Labor Standards Act.
- Adjunct compensation must be applied equitably and consistently across the department/unit.

**VCU'S FACULTY COMPENSATION PHILOSOPHY**

In 2015, a VCU faculty compensation philosophy was developed to serve as the framework for continued implementation and development of compensation practices that embrace and support the mission of the university. Faculty salary ranges are generally updated on a two year cycle, as feasible. This ensures that faculty salaries are in alignment with competitive market data and are internally equitable, including discipline-specific salary ranges/benchmarks.



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

The goals of the compensation philosophy as it relates to faculty are as follows:

- Align VCU salaries overall within the appropriate competitive market for the job. (Competitive markets are other national, similarly or slightly higher-ranked schools in the comparable field - i.e. top 25 Public Research Institutions, as designated by Carnegie).
- Establish and maintain internal base salary equity by considering differences in qualifications, experience, performance, career development actions, and responsibility among incumbents in similar jobs.
- Pay for performance (base salary changes and promotions) based on sustained contribution.
- Provide variable compensation (recognition awards, bonuses, incentives) for short-term and long-term contribution/achievements.
- Offer a total rewards package viewed as valuable by employees and flexible enough to accommodate changing business and market conditions.
- Encourage value-added contributions to the University and careers by linking career development, performance management, and rewards.
- Provide compensation and benefits within VCU's financial ability to pay, which supports a performance-based culture.

### ESTABLISHMENT OF INITIAL FACULTY SALARIES

Salaries of VCU faculty are established upon review and recommendation by the appropriate chair, director, dean, or senior vice president. Direct reports to a senior vice president or to the president require approval by the Board of Visitors. Salaries for full-time faculty vary by college/school/unit and discipline, and Deans/unit heads have authority to administer pay within the established compensation guidelines. All faculty have a base salary that is stated in the initial employment contract and any contract renewals. The base salary can only be supplemented, increased, or decreased in accordance with the salary guidelines detailed in this document.

Additionally, all Academic Administrators with a corresponding tenured appointment, or faculty serving in temporary administrative roles, must receive contracts that clearly stipulate what their salary (and contract type/duration) will be should they no longer serve in the administrative role. This salary should be similar to faculty with the same rank and experience in the academic discipline.

Market-based salary structures are developed for faculty in each college/school/unit based on rank, discipline, and specialty. The deans/unit heads are provided with these salary structures and are required to effectively manage individual pay within the applicable salary structure. Education, experience, performance, and proficiency drive where an individual's salary position should be within the salary range.

The Office of the Provost & Senior Vice President for Academic Affairs or the Office of the Senior Vice President for Health Sciences, as applicable, provides compensation guidance to deans/unit heads to assist them in making sound salary decisions. These offices may also seek guidance from VCU's human resources compensation team, who can provide information on market data, up-to-date salary structures, and analytical compensation reports.

### RESTRICTIONS ON SALARY

The payment or acceptance of any unauthorized salary supplement, bonus, or other addition to the salary outlined in the employment contract may constitute cause for disciplinary action up to and including termination of employment from the University.

Additionally, faculty supported by contract and/or grant funding or restricted funds are not allowed to receive higher rates of pay than other faculty performing the same work.

## SIGN-ON BONUSES

Schools/units may offer a sign-on bonus as an incentive to a prospective faculty member. Schools/units are responsible for funding sign-on bonuses. A sign-on bonus may be appropriate if at least one of the following criteria is met:

- VCU is competing with another prospective employer (i.e. there is an active, competing offer from another organization)
- The candidate is uniquely qualified or will fill a highly technical or specialized role
- VCU seeks to bridge any differences in base compensation that arise during the search process, such as candidate salary expectations vs. what can be supported
- Moving and relocation expenses need to be offset (i.e. an individual is relocating from greater than 50 miles away)
- Standard industry practice dictates sign-on bonuses for the type of position

Additional resources regarding sign-on bonuses and the required Sign-On Bonus Agreement can be found on [Inside HR](#).

## FACULTY SALARY CONVERSIONS/TRANSITIONS

The guidelines below should be followed to determine appropriate salaries for faculty who transition between 12-month and 9-month faculty positions, or who transition to a faculty role after serving in a primarily administrative capacity where no return salary was identified in the administrative employment contract.

The standard conversion rate for faculty who transition from a **9-month appointment to a 12-month appointment** is 122% of the 9-month salary.

**Example:** A 9-month faculty member with an annual salary of \$60,000 transitions to a 12-month appointment. Upon conversion, the new 12-month salary would be \$73,200 based on the formula  $\$60,000 \times 1.22 = \$73,200$ .

The standard conversion rate for faculty who transition from a **12-month appointment to a 9-month appointment** is 82% of the 12-month salary.

**Example:** A 12-month faculty member who has a salary of \$90,000 is transitioning back to a 9-month faculty position. Upon conversion, the 9-month salary would be \$73,800 based on the formula  $\$90,000 \times .82 = \$73,800$ .

In determining the salary for a 12-month faculty member with administrative responsibilities (such as a Department Chair) who transitions to a regular 9-month faculty appointment, please note the following - Unless otherwise



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specified in the employment contract, any salary supplement received for the administrative role should be removed from the total 12-month salary prior to converting it to a 9-month salary.

*Example: A Department Chair's total 12-month salary is \$120,000, broken down as \$100,000 in base salary + \$20,000 as an administrative supplement. The \$20,000 administrative supplement should be removed and the 12- to 9-month conversion should be calculated using the formula  $\$100,000 \times .82 = \$82,000$ .*

Any alternative conversion that would result in a higher salary than the salary calculated using the standard conversion requires approval by the respective senior vice president and must be submitted through the off-cycle faculty salary increase process described below.

For questions regarding computation of salary conversions, including conversions of appointments other than 9-month or 12-month appointments, contact your respective senior vice president's office.

## COMPENSATION FOR FACULTY IN THE SCHOOLS OF DENTISTRY AND MEDICINE

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

### SCHOOL OF DENTISTRY

Faculty salaries are guided by the *School of Dentistry Teaching and Research Faculty Salary Plan*. School of Dentistry faculty members may also earn income paid by VCU Dental Care and/or MCV Physicians. Faculty members who conduct private practice outside of the university must have approval from their department chair and dean and are required to follow the university's approval process for [Outside Professional Activity](#). Faculty salary paid by VCU Dental Care is reported to the university as specified in the *Management Agreement Between Virginia Commonwealth University and VCU Dental Care* and is included in the total contractual salary. A School of Dentistry faculty member's total contractual salary, including payments from VCU Dental Care, and/or MCV Physicians, determines total institutional base salary.

### SCHOOL OF MEDICINE

Compensation plans for School of Medicine faculty are governed by the [Medical School Faculty Appointment and Compensation Policy](#). Full-time faculty in the School of Medicine are assigned as a member of either the Clinical Faculty Salary Group or the Teaching and Research (T&R) Faculty Salary Group. Within the Clinical Faculty Salary Group, faculty are designated as "M.D. Clinical Faculty" or "Non-M.D. Clinical Faculty", based on their clinical training and licensure. Clinical faculty salaries are guided by the [Clinical Faculty Salary Plan](#). Clinical faculty (both M.D. Clinical and non-M.D. Clinical) who are employed by MCV Physicians (MCVP) are also eligible to receive compensation directly from MCVP, consistent with departmental salary plans approved by the MCVP Board of Directors or its designee. The sum of the university salary and the MCV Physicians salary shall be defined as the "Institutional Base Salary" as applied to sponsored programs, grants, and contracts for members of the Clinical Faculty Salary Group. T&R faculty salaries are guided by the *School of Medicine Teaching/Research Faculty Salary Plan*. The total of the





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base salary, variable salary, and any administrative supplement shall constitute the Institutional Base Salary as applied to sponsored programs, grants and contracts.

### FACULTY SALARY MERIT INCREASES AND BONUS AWARDS

#### MERIT INCREASES

The university's prescribed faculty salary and bonus award process is intended for implementation on an annual basis, contingent upon funding as authorized by the Virginia General Assembly and/or VCU's Board of Visitors, as applicable. If a merit process is implemented, the eligibility criteria, approval process, and timeline will be developed and communicated appropriately.

This merit-based process is the usual mechanism for any individual base salary increase. The faculty member's performance evaluation serves as the justification for the merit recommendation. Faculty, chairs, deans, and other academic administrators are evaluated annually in accordance with [VCU's Faculty Roles and Rewards policy](#) and the [Annual Assessment of Faculty Performance policy](#).

The determination of merit, in comparison with other members of the faculty member's administrative unit, is made by the dean on the recommendation of department chairs, and in some departments, departmental committees. The [Faculty Roles and Rewards policy](#) encourages faculty, in consultation with their department chair or director, to specify at the beginning of each rewards cycle the specific criteria by which they will be evaluated.

#### IMPORTANT NOTES ABOUT FACULTY MERIT INCREASES:

**Faculty supported by contract and/or grant funding or restricted funds cannot not receive higher merit increases due to an increase in the contract and/or grant activity or funding thereof.**

**All requests for base salary increases that are outside of the faculty salary structure ranges must be reviewed by the dean and senior vice president, to ascertain the weight of supporting documentation and the impact of the increase on internal equity within the school/unit.**

#### "ON CYCLE" BONUS AWARDS

Bonus awards may also be recommended as part of the university's faculty merit process, in accordance with the criteria set forth in the [Faculty Bonus Award](#) policy. Bonuses are one-time lump sum awards that do not affect base salary and are intended to recognize faculty for performance that exceeds the normal expectations and requirements for their positions or for superior accomplishments or achievement.

## OTHER “ON CYCLE” COMPENSATION CHANGES AS PART OF MERIT PROCESS

The faculty salary merit increase and bonus award process may, if permitted, be used to recommend other types of **base salary increases** such as for equity, internal alignment, retention, and/or a change in duties. These compensation changes are considered **exceptions** to the merit process, which is the standard method for increasing faculty salaries. As such, these non-standard compensation recommendations require a detailed justification and supporting documentation, as applicable (e.g. market data, internal salary comparison data, compelling retention-related factors, a description of additional duties, etc.). These compensation changes are generally recommended by the dean/unit head and are reviewed and approved through the university’s merit recommendation approval process. The amount of the salary increase is to be based on objective factors, such as comparable positions within VCU and peer institutions of VCU, along with competitive market data, and is to be in accordance with the standard review procedures and Faculty Compensation Plan for salary increases.

## SALARY ACTIONS OUTSIDE THE MERIT INCREASE & BONUS AWARD PROCESS

Because the faculty salary merit and bonus award process is the usual mechanism for individual salary increases or bonus awards, any salary increase or bonus award occurring outside this process must be requested as an “off-cycle” compensation action.

## “OFF-CYCLE” INCREASES, INCLUDING COMPETITIVE BASE SALARY INCREASES

Requests for off-cycle compensation changes must be initiated electronically by the unit, normally by an HR Professional or Associate. Requests for a base salary increase must include a detailed justification with supporting documentation, as applicable (e.g. market data, internal salary comparison data, compelling retention-related factors, a description of additional duties, etc.), and all requests require approval of the dean/unit head and respective senior vice president. If a salary increase request is for a direct report to a senior vice president, it also requires approval by the president. The amount of the salary increase must be based on objective factors (such as comparable positions within VCU and peer institutions of VCU, along with competitive market data) and in accordance with the standard review procedures and Faculty Compensation Plan for salary increases.

The university does not support the solicitation of competitive offers as a means of obtaining salary adjustments. However the university does acknowledge that competitive offers occur naturally and, in situations where legitimate competitive offers have originated from other employers, these offers should be considered and responded to based on the value the faculty member brings to VCU and their quality of performance, in accordance with VCU’s Compensation Plan. Internal salaries for similar positions, along with competitive market data, will be used in the review of a competitive offer.

## “OFF-CYCLE” BONUS AWARDS

Off-cycle bonuses may be requested as an exception to the merit and bonus award process using VCU’s faculty compensation system. Bonus awards are one-time lump sum payments that do not affect base salary and are intended to recognize faculty whose performance exceeds the normal expectations and requirements for their positions or for superior accomplishments or achievement. In accordance with the [Faculty Bonus Award](#) policy, off-

cycle bonuses require a detailed justification and only one bonus award can be granted to a particular faculty member each fiscal year, whether off-cycle or as part of the merit process. Off-cycle bonuses require review and approval by the dean and senior vice president to ensure they comply with the criteria set forth in the Faculty Bonus Award policy. If the off-cycle bonus request is for a direct report to a senior vice president, it will also require approval by the president.

## INCREASES FOR PROMOTIONS IN RANK

If faculty are promoted in rank by following [VCU's Faculty Promotion and Tenure Policies and Procedures](#), salary adjustments may be made as approved by the Board of Visitors, as applicable. Upon granting of promotion by the Board of Visitors (if applicable), these salary adjustments are made at the beginning of the faculty member's contract. Promotion increases in rank at all levels are currently based on a ten percent (10%) increase. This promotion increase is applied, in general, to the faculty member's base salary.

## REDUCTION IN SALARY

Because all employees of Virginia Commonwealth University are employees of the Commonwealth of Virginia, all faculty salaries are contingent upon continued funding by the General Assembly of Virginia. In general, faculty salaries can only be reduced in accordance with the provisions of these guidelines (e.g. salary conversion, removal of supplement, etc.), the [Faculty Promotion and Tenure Policies and Procedures](#), approved clinical and/or school/college variable faculty salary plans, reduction in grant/contract funding, disciplinary actions, at the faculty member's request, as part of an approved [Faculty Transition Incentive Program](#) agreement, and/or as a result of university-mandated budget reductions. The respective senior vice president's office must be consulted for any non-standard salary reductions before any reduction is taken.

## ALLOWABLE SUPPLEMENTAL COMPENSATION

The following sections detail acceptable types of supplemental pay.

## SECONDARY ASSIGNMENTS (FORMERLY OVERLOAD JOBS)

Full time faculty are permitted to hold a secondary assignment, with the required approvals and subject to the restrictions noted in the [Secondary Assignments \(Overload Jobs\) Policy](#). The total compensation for all secondary assignments during the academic year and summer should not exceed 33.33 percent of the faculty member's 9/10-month contractual salary. The 33.33% is calculated on secondary compensation earned between August 10th of one year and August 9th of the following year. As part of the approval process for a secondary assignment, the primary department must certify that the work performed in the secondary assignment is not part of the faculty member's primary responsibilities, that the faculty member is not on a full-time leave of absence, and that the amount does not exceed 33.33 percent of the primary job's contractual salary. Exceptions will be reviewed on a case by case basis by the respective Senior Vice President's office.



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Human resource professionals (HRPs) and administrators are responsible for ensuring that faculty comply with the Secondary Assignment (Overload Jobs) Policy by ensuring that all secondary assignments are fully vetted and approved using the applicable Secondary Assignment request form in [DocuSign](#). Faculty should be processed using the "Secondary Assignment Request for Full-Time Faculty" template. Adjuncts (i.e. adjunct faculty or any employee receiving a secondary adjunct assignment when their primary job is non-benefits eligible) should be processed using the "Secondary Assignment Request for Adjuncts" template.

Secondary assignments for faculty cannot be compensated using grant funds during the period of the faculty member's contractual appointment (i.e. August 16 - May 15 for 9-month faculty and July 1 - June 30 for 12-month faculty), except in very rare circumstances which must be approved by the Office of the Vice President for Research and Innovation.

Note that full-time faculty who are approved to provide credit instruction as a secondary assignment are to be paid at least the university's minimum per credit rate of \$1,260 beginning in Fall 2022. This rate applies to standard university credits. Compensation for faculty teaching non-standard credits must align with this rate, based on credit equivalencies.

### TEMPORARY SALARY SUPPLEMENTS

An administrative supplement may be provided for faculty who have been appointed to an administrative position (associate dean, department chair, director, etc.) or who have assumed a significant increase in duties (e.g. interim/acting dean, interim/acting department chair, interim/acting director, etc.). Administrative supplements are intended to be temporary, lasting only for the duration of time the individual serves in the administrative role or performs the additional responsibilities; it ends when the individual's corresponding responsibilities end. Any administrative supplement is to be specifically identified in the initial contract as well as any subsequent contract renewals (usually detailed in an asterisk clause), noting that the supplement is to be withdrawn when the administrative/additional duties end.

**Example:** *A department chair is appointed and will receive an administrative supplement while serving in the chair capacity. A new employment contract is issued (superseding, as necessary), detailing the new salary, which includes the temporary administrative supplement amount. Also included in the contract is language to the effect that when the department chair's responsibilities end and they transition back to regular faculty responsibilities, the supplement will also end. This language should be included in each subsequent contract renewal while the chair serves in the role.*

If/when the faculty member's administrative responsibilities end, the continuation of base salary is to be in accordance with the terms of the employment contract and any non-renewal provisions of the applicable *Terms and Conditions of Employment*.

Temporary administrative supplements are requested through the off-cycle process described above and must include a detailed justification with supporting documentation (e.g. job description showing additional/expanded duties, etc.) These requests require approval of the dean/unit head and the respective senior vice president. The total salary (base + supplement) should also be within the range outlined in the applicable market-based salary structure for the role. If the off-cycle request for a salary supplement is for a direct report to a senior vice president, it will also require approval by the president. These requests usually include a corresponding request for a working title change.

Competitive market data, along with internal equity review, should be used to ensure equity in any recommendation for an administrative/salary supplement for temporary duties. Each of the university's colleges and schools (and

other administrative units, as appropriate) should establish and apply a uniform, equitable methodology for determining the amounts of administrative supplements for positions of associate and assistant deans, directors, department chairs, and others identified to assume additional administrative duties. It is the responsibility of the dean/unit head (or senior vice president for senior level positions) to determine this methodology and they should consult with the respective senior vice president's office for guidance on providing supplements.

## BASE SALARY ADJUSTMENTS

As an alternative to temporary administrative supplements, base salary adjustments can be used to support administrative appointments (associate dean, department chair, director, etc.). A base salary adjustment consists of two parts:

- Increasing base pay to an appropriate, 12-month administrative salary using HR's market-based faculty salary structures as a guide. (**NOTE:** *An adjustment processed this way does not utilize the standard salary conversion from a 9 month to a 12 month appointment. Rather, a 9-month faculty member would receive a direct adjustment to an appropriate 12-month salary based on the most current administrative faculty salary structures.*)
- Identifying a predetermined "return salary" for when the individual is no longer serving in an administrative capacity, which must be identified in the faculty member's contract(s). The return salary in the initial contract should be no more than 10% above the faculty member's original base salary (i.e. the salary received prior to the administrative appointment). Additionally, if the contract is renewed, the return salary should be adjusted each year to apply the corresponding percentage of any merit adjustments received while serving in the administrative role.

The adjustment is intended to remain in place as long as the individual serves in the administrative role. Once the individual's administrative responsibilities end, the increase will be removed, and they will return to their regular faculty duties at the predetermined return salary. As noted above, the administrative salary and return salary are to be detailed in the initial contract and in any subsequent contract renewals. In addition, it should be clearly noted that the salary will be adjusted to the return rate when the corresponding administrative/additional duties end. When the faculty member's administrative responsibilities end, the continuation of base salary is to be in accordance with the terms of the employment contract and any non-renewal provisions of the applicable *Terms and Conditions of Employment*.

**Example:** *A faculty member is chosen to serve as an associate dean and will receive a salary adjustment while in this role. They will also be converted from a 9-month to a 12-month faculty appointment. Upon completion of this administrative appointment, the faculty member will return to a predefined 9-month salary, which should not be more than 10% above the original 9-month salary. A new employment contract is issued (superseding, as necessary), detailing the new, 12-month administrative salary and the return salary. Also included in the contract is language to the effect that when the administrative duties end and the incumbent transitions back to regular faculty responsibilities, they will receive a 9-month position at the 9-month return salary articulated. This language should be included in each subsequent contract renewal while the associate dean serves in the role, with the return salary being adjusted each year to apply the corresponding percentage of any merit adjustments received while serving as an associate dean.*

Base salary adjustments are requested through the off-cycle process and must include a detailed justification with supporting documentation (e.g. job description showing additional/expanded duties, etc.). These requests require approval of the dean/unit head and the respective senior vice president. If the off-cycle request for a salary adjustment is for a direct report to a senior vice president, it will also require approval by the president. These requests usually include a corresponding request for a working title change.

Each of the university's colleges and schools (and other administrative units, as appropriate) should use the most recent administrative salary information, as listed in the HR faculty salary structures for positions of associate/assistant deans, directors, department chairs, and others who are identified to assume additional administrative responsibilities.

It is the responsibility of the dean/unit head (or senior vice president for senior level positions, as applicable) to develop and apply a uniform and equitable methodology for determining administrative salaries. Deans/unit heads should consult with their HRP and the respective senior vice president's office for guidance as needed.

### SUMMER/INTERSESSION COMPENSATION

The eligibility criteria and restrictions on compensation for 9/10-month faculty providing instruction during the summer and intersession can be found in the [Summer Studies and Intersession Faculty Compensation Policy](#).

### CONTINUING EDUCATION (CE) INSTRUCTION

Compensation for teaching a VCU sponsored Continuing Education course(s), may be permitted if within the following limits:

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

All requests for faculty teaching a CE course(s) are processed as a secondary assignment and must be made in writing (currently in DocuSign). These requests require approval by the faculty member's chair/director and respective senior vice president.

Faculty participation in activities sponsored by other institutions is considered outside professional activity (see policy on [Outside Professional Activity and Employment, Research and Continuing Education](#)).

### OUTSIDE PROFESSIONAL ACTIVITY AND EMPLOYMENT, RESEARCH, AND CONTINUING EDUCATION

Faculty who desire to engage in certain professional activities outside of VCU (e.g. serving in offices or on committees of academic or professional societies or professionally relevant civic and nonprofit organizations, serving as a



consultant to make their professional knowledge and skills available to individuals and organizations outside the university, etc.) are required to seek advance permission before participating in these activities in accordance with VCU's [Outside Professional Activity and Employment, Research and Continuing Education](#) policy. The intent of this policy is, in part, to protect the interests of the university by ensuring that outside demands and commitments of faculty would not interfere with their academic development and discharge of university responsibilities.

The Schools of Dentistry and Medicine have specific university-approved policies on clinical faculty compensation, which may include compensation from non-VCU funds as shown in the section in this document on Compensation for Faculty in Schools of Dentistry and Medicine.

## GRANTS, CONTRACTS, AND CONSULTATION

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

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

Grants and Contracts are defined as specific arrangements with:

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

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

**NOTE: Faculty supported by contract and/or grant funding or restricted funds cannot receive salary increases due to an increase in contract and/or grant funded activities or funding thereof. These faculty are still eligible for performance increases as approved through the university's merit and/or off-cycle processes, as well as promotion increases approved through the university's promotion and tenure process.**

## CONTACTS

The Office of the Provost and Senior Vice President for Academic Affairs officially interprets these guidelines. Please direct questions regarding these guidelines to the Office of the Provost and Senior Vice President for Academic Affairs or the Office of the Senior Vice President for Health Sciences, as applicable.



## Faculty Salary Administration Guidelines