

## **RPC Canary Sheet 06/07 - FM4-13**

### Proposed Modification to the Faculty Manual

At the May faculty meeting, RPC will move that the faculty ratify a modification of the language in Faculty Manual 4.XIII (Salary). A draft of the proposed text is printed below, first by itself, then combined with the current text to show how the two differ. After discussion at the April faculty meeting, the draft will be revised, if necessary, then presented for a vote in May.

#### XIII. Salary (pp. 48-49)

The major purpose of the salary policy shall be to compensate the faculty in an equitable manner. Salaries are normally based on service during the academic year, but are usually paid over twelve months. Benefits provided to faculty as employees of the college are described in the Faculty Handbook.

The procedure for establishing the annual salary distribution formula and individual salaries is as follows:

1. The Review and Planning Committee shall prepare an initial salary line recommendation and present it to the President on or before November 15 th.
2. The President and Dean of the College shall review the proposal and present it to the Board of Regents at its December meeting.
3. The Review and Planning Committee shall develop a salary distribution formula and forward this recommendation to the President and the Dean of the College on or before February 15 th.
4. By March 1 st, the Dean of the College shall forward to all department chairs and Associate Deans the approved salary distribution formula for the next year, plus a schedule indicating the maximum, median, and minimum salaries paid throughout the faculty in each rank for the current academic year. All faculty members have access to the above information through their department chairs. The Dean of the College shall also inform chairs of the salaries currently paid to members of their departments.
5. By April 1 st, each department chair shall meet with his or her Associate Dean to discuss the salary distribution within his or her department. If any portion of the salary pool that year has been designated for merit pay, the department chair shall follow whatever guidelines have been established for evaluating members of his or her department, and shall submit recommendations for merit increases at the time he or she meets with the Associate Dean.
6. After the Dean of the College has met with all Associate Deans and the President, the Dean of the College shall make recommendations for salaries and forward them to the President, with copies to the Associate Deans and department chairs, on or before April 15 th. If these recommendations differ from those of either the department chair or the Associate Dean, the recommendations of the department chair and Associate Dean shall be included.

7. By May 1 st, the President shall set the salaries of faculty members and inform them in writing of their salaries.

8. The Dean of the College shall notify department chairs and Associate Deans of the salaries in their respective departments on or before May 15 th.

COMPARISON: Current text is printed in black and struck through if deleted; revised text is printed in red.

### XIII. Salary (pp. 48-49)

The major purpose of the salary policy shall be to compensate the faculty in an equitable manner. Salaries are normally based on service during the academic year, but are usually paid over twelve months. Benefits provided to faculty as employees of the college are described in the Faculty Handbook.

The procedure for establishing the annual salary distribution formula and individual salaries is as follows:

1. The Review and Planning Committee and its finance subcommittee shall prepare an initial salary line recommendation and present it to the President on or before November 15 th.
2. The President and Dean of the College shall review the proposal and present it to the Board of Regents at its December meeting.
3. The Review and Planning Committee shall develop a salary distribution formula and forward this recommendation to the President and the Dean of the College on or before February 15 th.
4. By March 1 st, the Dean of the College shall forward to all department chairs and Associate Deans the approved salary distribution formula for the next year to all department chairs and Associate Deans, plus a schedule indicating the maximum, median, and minimum salaries paid throughout the faculty in each rank for the current academic year. All of the above information is available to all faculty members from their department chairs faculty members have access to the above information through their department chairs. The Dean of the College shall also inform chairs what salaries are currently paid to each member of their own departments of the salaries currently paid to members of their departments.
5. It shall be the responsibility of the chair to make salary recommendations for each member of the department. This shall be based on an evaluation of the quality of each individual's activity under the Standards for Faculty Evaluations in Section 4.VII and the statements on Significant Professional Activities that have been approved by the Board of Regents or its designee.

It is important that every faculty member be periodically reviewed and have the assurance that such a review will be carefully carried out. Evidence shall be gathered from students, peers and

the faculty member being evaluated. Because no single procedure will work for all disciplines, the college reserves the right to make salary determinations based upon a variety of factors. It shall be the responsibility of each department and program to draw up comprehensive procedures and a schedule that will meet its own requirements and those of the college as a whole. These procedures shall be submitted to the Review and Planning Committee for evaluation. RPC will forward recommended procedures to the President for approval.

The chair will discuss his or her salary recommendation with each faculty member, making clear the basis for the recommendation, and stressing that the recommendation is subject to modification by the Associate Dean and the Dean of the College.

6. The department chair shall complete faculty salary recommendation forms prior to the scheduled meeting with the Associate Dean which should occur before April 1st.
7. The Associate Dean and the Dean of the College shall review these recommendations.
5. [= the old 5, 6, 7] By April 1 st, each department chair shall meet with his or her Associate Dean to discuss the salary distribution within his or her department. If any portion of the salary pool that year has been designated for merit pay, the department chair shall follow whatever guidelines have been established for evaluating members of his or her department, and shall submit recommendations for merit increases at the time he or she meets with the Associate Dean.
8. After the Dean of the College has met with all Associate Deans and the President, the Dean of the College shall submit his or her tentative salary recommendations to department chairs and Associate Deans.
9. The Dean of the College shall then make recommendations for salaries and forward them to the President, not later than April 15 th. When these recommendations differ from those of either the department chair or the Associate Dean, the recommendations of the department chair and Associate Dean shall be included.
6. [= the old 8, 9] After the Dean of the College has met with all Associate Deans and the President, the Dean of the College shall make recommendations for salaries and forward them to the President, with copies to the Associate Deans and department chairs, on or before April 15 th. If these recommendations differ from those of either the department chair or the Associate Dean, the recommendations of the department chair and Associate Dean shall be included.
7. [= the old 10] Not later than May 1 st By May 1 st, the President shall set the salaries of faculty members and inform them in writing of their salaries.
8. [= the old 11] The Dean of the College shall notify department chairs and Associate Deans of the salaries in their respective departments on or before May 15 th.

RATIONALE:

RPC has the authority to propose modifications to the Faculty Manual (see FM 1.II). Ratification of a proposed modification requires a favorable vote by at least 60% of those attending a regularly scheduled faculty meeting at which there is a quorum. If ratified, the proposed change is conveyed by the President to the Board of Regents with or without his personal recommendation; if the Board approves the modification, it becomes effective at the beginning of the next academic year.

This proposed revision of Section 4.XIII of the Faculty Manual aims to bring the description of the salary recommendation procedure in line with reality. It eliminates reference to a required periodic review of every faculty member (a paragraph that has long been ignored by most departments), leaves it up to the department chair to decide whether or not to have an individual discussion of salary with every member of his or her department (a daunting task in some departments), and speaks of merit pay in hypothetical rather than factual terms (since merit pay has, in fact, been only hypothetical for nearly two decades).

It is not the intention of RPC to stir up a debate about periodic review of faculty or about merit pay; its only goal at this time is to eliminate the gulf between what the Faculty Manual says we do and what we actually do. The revised language in this section will make it possible for St. Olaf to assure its lawyers that the salary procedures outlined in the Faculty Manual are being followed, and that the College is true to its word.