

Coastal Carolina University Faculty Compensation Plan with Procedures

This document addresses the plans and procedures associated with changes to faculty salary that occur as a result of state-mandated salary adjustments, results of faculty review processes (promotion, or post-tenure or post-promotion review), and decompression. These plans and procedures may change due to other plan or Faculty Manual changes.

Plan basis:

1. CCU faculty members who have 9-month appointments have a term of employment that runs from August 16 to May 15, called the academic year in this document. Faculty base salary is compensation for this term of employment. Faculty base salary paid through the summer (from May 16 to August 15) is based on the academic year. No adjustments will be made to the base salary during the summer.
2. All adjustments to 9-month faculty salaries will occur simultaneously (in parallel) and will take effect on August 16th, at the start of the new academic year.
3. Adjustments to faculty base salaries for faculty members who hold appointments other than 9-months will be determined by Human Resources, with the following caveats:
 - a. Any adjustments related to faculty review processes will occur on August 16th, the same date as those for the 9-month faculty.
 - b. Any state-mandated adjustments will occur in concordance with the state mandate.
 - c. Decompression adjustments will take place on August 16th, the same date as those for the 9-month faculty.
4. A faculty salary decompression study will be performed in the Spring semester of each academic year. This study will be based on the faculty base salaries for the current academic year. A decompression calculation will be completed for each faculty member based on the national average CUPA salary for the corresponding rank and discipline, as determined by the 4-digit CIP Code; this calculation yields a target salary. The difference between a faculty member's actual salary and the calculated target salary (provided the target salary is larger) is the decompression adjustment at 100%. This decompression adjustment is subject to further modification depending on merit and depending on the available budget to address decompression. Example calculations are found in Appendix A. Actual decompression distribution will be based on available funds and Board of Trustees approval. If CUPA salary data are not available for a particular segment of faculty members, the Provost's Office will consult with the Executive Committee of the Faculty Senate to establish a way to use existing data to calculate adjustment amounts in a fair way.
5. Faculty salary adjustment rates due to successful faculty review processes found below will be subject to review and approval by the Board of Trustees. In the event that these rates are not approved, the amounts found in the Faculty Manual will be used. As required by the Faculty Manual, each College must develop annual review

guidelines, promotion to Senior Lecturer guidelines, promotion and tenure guidelines, and post-tenure and post-promotion guidelines that differentiate between excellent, proficient, satisfactory, and needs improvement (for annual reviews) and exceptional, favorable, conditional, and unfavorable (for post-tenure and post-promotion review). Evidence of this distinction will be reported to the Provost by each College's Dean each academic year.

6. Salary adjustments for a faculty member's post-tenure review and promotion may not exceed 7% in total over any six-year period.

Procedures:

1. **General Increase from the State of South Carolina:** General increases (cost of living adjustments) or other state-mandated salary adjustments approved by the State Legislature will be calculated based on the academic-year salary in effect when the legislation is approved, and will be added to the next academic year's salary for 9-month employees. For example, in summer 2023, if the state were to approve a 3% general increase salary adjustment for all state employees, a faculty member who had a salary of \$50,000 for AY 2022-2023 would receive a salary adjustment to their AY 2023-2024 salary; \$1500 would be added to their faculty base salary, which will begin August 16th, 2023. For faculty members on 12-month appointments, this adjustment will be made in accordance with South Carolina's Division of State Human Resources regulations for full-time employees. Changes will be communicated by Human Resources or the President's Office.
2. **Rank-based performance decompression:** Salary decompression will be available to ALL faculty members who meet the following criteria.
 - a. The faculty member must have been employed at the university for three full calendar years before the end of the academic year (May 15th).
 - b. The faculty member must have completed their last faculty review process with a positive outcome:
 - i. Lecturer: have at least three complete years of service with at least two positive annual reviews;
 - ii. Senior Lecturer/Senior Instructor: have either successfully earned promotion or completed most recent post-promotion review with a positive outcome (favorable or exceptional rating);
 - iii. Principal Lecturer: have either successfully earned promotion or completed most recent post-promotion review with a positive outcome (favorable or exceptional rating);

- iv. Assistant Professor/Librarian: have completed third year review with a positive outcome;
 - v. Associate Professor/Librarian: have either successfully earned promotion or tenure or completed most recent post-tenure review with a positive outcome (favorable or exceptional rating);
 - vi. Professor/Librarian: have either successfully earned promotion or completed most recent post-tenure review with a positive outcome (favorable or exceptional rating).
- c. Faculty members who meet the following criteria will be eligible for 100% of their decompression adjustment, subject to further adjustment due to available budget:
- i. Lecturer: have at least two years of proficient annual evaluations for the last three years and no categories marked as “needs improvement” in the last three years;
 - ii. Senior Lecturer/Instructor: have either successfully earned promotion or completed most recent post-promotion review with a positive outcome;
 - iii. Principal Lecturer: have either successfully earned promotion or completed most recent post-promotion review with a positive outcome;
 - iv. Assistant Professor/Librarian: have been reappointed for their fourth year until promotion to Associate Professor;
 - v. Associate Professor/Librarian: have either successfully earned promotion or tenure or completed most recent post-tenure review with a favorable rating;
 - vi. Professor/Librarian: have either successfully earned promotion or completed most recent post-tenure review with a favorable rating.
- d. Faculty who meet the following criteria will be eligible for 110% of their decompression adjustment, subject to further adjustment due to available budget:
- i. Senior Lecturer/Senior Instructor: have excellent annual evaluations for the last three years until post-promotion review and thereafter with an exceptional post-promotion review rating (This resets with each post-promotion review);

- ii. Principal Lecturer: have excellent annual evaluations for the last three years until post-promotion review and thereafter with an exceptional post-promotion review rating (This resets with each post-promotion review);
 - iii. Associate Professor/Librarian: until promotion to Professor or post-tenure review, and thereafter with an exceptional post-tenure review rating (This resets with each post-tenure review);
 - iv. Professor/Librarian: until post-tenure review and thereafter with an exceptional post-tenure review rating (This resets with each post-tenure review).
- e. Final adjustments to a faculty member's decompression adjustment will be determined by the available budget for decompression, as determined by the President in consultation with the Budget Office and the Provost's Office. For example, if the total amount of money required to meet all faculty decompression adjustments is \$1.5 million dollars, but the budget allows for \$500K to be budgeted for decompression adjustments, then each faculty member's decompression adjustment will be scaled by a factor of 0.333 ($\$500,000/\$1,500,000$). Example calculations are found in Appendix A.

3. **Salary adjustments due to faculty review processes:** Salary adjustments due to successful academic review processes will be calculated based on the academic-year salary in effect while the faculty member is undergoing review, and will be added to the next academic year's salary for all faculty.

Faculty members with the following outcomes from review processes will receive the following salary adjustments:

- a. Promotion to Senior Lecturer: 7% of the CUPA average salary at Lecturer rank and years of service by discipline;
- b. Promotion to Principal Lecturer: 7% of the CUPA average salary at Lecturer rank and years of service by discipline;
- c. Promotion to Associate Professor/Librarian: 7% of the CUPA average salary at Associate Professor/Librarian rank and years of service by discipline;
- d. Promotion to Professor/Librarian: 7% of the CUPA average salary at Professor/Librarian rank and years of service by discipline;
- e. Senior Lecturer/Senior Instructor, Principal Lecturer, Associate Professor/Librarian, or Professor/Librarian with **favorable** post-tenure or post-promotion review ratings: 5% of the CUPA average salary at this rank and years of service by discipline;
- f. Senior Lecturer/Instructor, Principal Lecturer, Associate

Professor/Librarian, or Professor/Librarian with **exceptional** post-tenure or post-promotion review ratings: 7% of the CUPA average salary at this rank and years of service by discipline.

Endorsed by Faculty Senate on February 3, 2016.
Changes made July 12, 2023, April 10, 2024.

Appendix A: Calculating Target Salaries based on CUPA Average Faculty Salary Date

For each salary decompression study, a target salary for each faculty member is calculated and compared to the faculty member's current salary, for all faculty who have served 3 full years at CCU by the end of the academic year. If the target salary is larger than the faculty member's current salary, the difference between the target salary and the current salary is the decompression salary adjustment or compression payout; this is the increase in salary a faculty member should expect if they receive a decompression salary adjustment at 100%, as detailed in the CCU Faculty Compensation Plan. Note that the actual decompression salary adjustment or compression payout is subject to eligibility, merit, and available budget to address decompression approved by the Board of Trustees.

The target salary calculation is based on the following information and assumptions. Each year, CCU obtains the current CUPA Average Faculty Salary data; this data is presented as average salary at a particular academic rank for a faculty member within a certain CIP code. Because this data is aggregated over all faculty at that rank, without regard to years of service, this average salary must be adjusted to take into account time at rank before a target salary for any given faculty member can be determined. This is accomplished by calculating a change in salary per academic year for a given rank and discipline, also called the salary slope. This salary slope, the CUPA average salary, and a faculty member's time at rank is then used to determine a target salary for each CCU faculty member.

In order to calculate the slope for any rank, we need two fixed salary points, and associated time-frames. The two salary points chosen vary by rank. For example, for full professor, the two points chosen are the expected salary at the point of promotion to full professor, and the CUPA average salary. The expected salary at the point of promotion is taken to be the CUPA average for an associate professor plus the expected 7% raise for promotion to full professor. (Note that operationally this calculation is [CUPA Average Associate Professor salary] + 0.07*[CUPA Average Associate Professor Salary] = 1.07* CUPA Average Associate Professor Salary.) The average time spent at the rank of full professor as reported by CUPA is 16 years, so the time frame chosen is the difference between the average time at rank, and the minimum time one has to serve at the rank of associate professor before applying for full professor (three years for most cases). So the slope equals (CUPA average at the rank of Professor – 1.07*CUPA average at the rank of Associate Professor)/(Average time at the rank of Professor [16 years] – time before 1st eligibility to apply for Full Professor [3 years]).

The full target salary calculation for Full Professors is:

$$\text{Target salary} = \text{CUPA Average Professor Salary} + (\text{Years at Rank} - 10 \text{ years}) * \text{Salary Slope for Full Professor}$$

with

$$\text{Salary Slope for Full Professor} = \frac{(\text{CUPA average at the rank of Professor} - 1.07 * \text{CUPA average at the rank of Associate Professor})}{(\text{Average time at the rank of Professor [16 years]} - \text{time before 1}^{\text{st}} \text{ eligibility to apply for Full Professor [3 years]})}$$

Note that in the target salary calculation, "Years at Rank – 10 Years" is multiplied by the Salary Slope. This time-frame is based on the average time CCU faculty spend at the rank of Professor

(20 years). This adjustment ensures that a CCU faculty member with 10 years at the rank of Professor will have a target salary of CUPA average at the rank of Professor for the given discipline. This target salary calculation is done for each professor.

Once a target salary is determined for each faculty member, the difference between the target salary and the actual salary is the compression value at 100%. The actual decompression payment or compression payout is subject to adjustment for both eligibility due to merit and availability of funds, as discussed in the CCU Faculty Compensation Plan document. See attached document for additional calculations and examples.

Formulas for Compression, by Faculty Rank

Formula Inputs

- **Years At Rank**, the number of years at rank as of August of the academic year in which the compression study is conducted
- **Eligibility**, a factor based on length of service and promotion and reviews; takes a value of 0, 1, or 1.1
- **CUPA Salary Averages**, based on rank and CIP code
- **Current Salary**

Formulas

Professor/Librarian

$$\text{Target Salary} = \text{Prof. CUPA Salary} + (\text{Years At Rank} - 10) * \frac{\text{Prof. CUPA Salary} - 1.07 * \text{Assoc. CUPA Salary}}{13}$$

$$\text{Compression} = \text{Target Salary} - \text{Current Salary}$$

$$\text{Compression Payout} = \text{Compression} * \text{Eligibility}$$

Assoc. Professor/Assoc. Librarian with More Than Three Years at Rank

$$\text{Target Salary} = \text{Assoc. CUPA Salary} + (\text{Years At Rank} - 3) * \frac{\text{Prof. CUPA Salary} - 1.07 * \text{Assoc. CUPA Salary}}{13}$$

$$\text{Compression} = \text{Target Salary} - \text{Current Salary}$$

$$\text{Compression Payout} = \text{Compression} * \text{Eligibility}$$

Assoc. Professor/Assoc. Librarian with Three or Less Years at Rank

$$\text{Target Salary} = \text{Assoc. CUPA Salary} + (\text{Years At Rank} - 3) * \frac{\text{Assoc. CUPA Salary} - 1.07 * \text{Assist. CUPA Salary}}{6}$$

$$\text{Compression} = \text{Target Salary} - \text{Current Salary}$$

$$\text{Compression Payout} = \text{Compression} * \text{Eligibility}$$

Assist. Professor/Assist. Librarian

$$\text{Target Salary} = \text{Assist. CUPA Salary} + (\text{Years At Rank} - 3) * \frac{\text{Assoc. CUPA Salary} - 1.07 * \text{Assist. CUPA Salary}}{6}$$

$$\text{Compression} = \text{Target Salary} - \text{Current Salary}$$

$$\text{Compression Payout} = \text{Compression} * \text{Eligibility}$$

Formulas for Compression, by Faculty Rank

Senior Lecturer/Senior Instructor and Principal Lecturer

$$\text{Target Salary} = \text{Inst. CUPA Salary} + 5000 + (\text{Years At Rank} - 10) * \frac{5000 - 0.07 * \text{Inst. CUPA Salary}}{13}$$

$$\text{Compression} = \text{Target Salary} - \text{Current Salary}$$

$$\text{Compression Payout} = \text{Compression} * \text{Eligibility}$$

Lecturer

$$\text{Target Salary} = \text{Inst. CUPA Salary} + (\text{Years At Rank} - 10) * \frac{5000 - 0.07 * \text{Inst. CUPA Salary}}{13}$$

$$\text{Compression} = \text{Target Salary} - \text{Current Salary}$$

$$\text{Compression Payout} = \text{Compression} * \text{Eligibility}$$

Notes

- Compression payout is limited to 15% of current salary or \$25,000, whichever is lower
- CUPA does not provide average salaries for a rank of senior lecturer/instructor. To account for the additional years at rank for non-tenure-track faculty, \$5,000 is added to the average lecturer/instructor CUPA salary per CIP code.
- For eligibility definitions, see the [Faculty Compensation Plan](#), available on the Faculty Senate website.
- Most CUPA salary averages are based on 9-month salaries. Salaries of 12-month faculty are converted to 9-month salaries for comparison to CUPA salary averages, as appropriate.

Formulas for Compression, by Faculty Rank

Examples

Rank: Professor

Rank Date: 8/16/2009

Years At Rank (as of 8/16/20): 11

Current Salary: \$85,000

Eligibility: 1

CUPA Professor Salary for CIP: \$91,504

CUPA Associate Salary for CIP: \$72,368

$$\text{Target Salary} = 91,504 + (11 - 10) * \frac{91,504 - 1.07 * 72,368}{13} = 92,586$$

$$\text{Compression} = 92,586 - 85,000 = 7,586$$

$$\text{Compression Payout} = 7,586 * 1 = 7,586$$

Rank: Associate Professor

Rank Date: 8/16/19

Years At Rank (as of 8/16/20): 1

Current Salary: \$65,000

Eligibility: 1.1

CUPA Associate Salary for CIP: \$72,983

CUPA Assistant Salary for CIP: \$64,731

$$\text{Target Salary} = 72,983 + (1 - 3) * \frac{72,983 - 1.07 * 64,731}{6} = 71,743$$

$$\text{Compression} = 71,743 - 65,000 = 6,743$$

$$\text{Compression Payout} = 6,743 * 1.1 = 7,417$$

Formulas for Compression, by Faculty Rank

Rank: Assistant Professor

Rank Date: 8/16/2015

Years At Rank (as of 8/16/20): 5

Current Salary: \$62,000

Eligibility: 1

CUPA Associate Salary for CIP: \$72,522

CUPA Assistant Salary for CIP: \$63,182

$$\text{Target Salary} = 63,182 + (5 - 3) * \frac{72,522 - 1.07 * 63,182}{6} = 64,821$$

$$\text{Compression} = 64,821 - 62,000 = 2,821$$

$$\text{Compression Payout} = 2,821 * 1 = 2,821$$

Rank: Senior Lecturer, Principal Lecturer

Rank Date: 8/16/2019

Years At Rank (as of 8/16/20): 1 **Current**

Salary: \$68,000

Eligibility: 1.1

CUPA Instructor Salary for CIP: \$67,876

$$\text{Target Salary} = 67,876 + 5000 + (1 - 10) * \frac{5,000 - 0.07 * 67,876}{13} = 72,704$$

$$\text{Compression} = 72,704 - 68,000 = 4,704$$

$$\text{Compression Payout} = 4,704 * 1.1 = 5,174$$

Formulas for Compression, by Faculty Rank

Rank: Lecturer

Rank Date: 8/16/2015

Years At Rank (as of 8/16/20): 5

Current Salary: \$47,000

Eligibility: 1

CUPA Instructor Salary for CIP: \$50,317

$$\text{Target Salary} = 50,317 + (5 - 10) * \frac{5,000 - 0.07 * 50,317}{13} = 49,749$$

$$\text{Compression} = 49,749 - 47,000 = 2,749$$

$$\text{Compression Payout} = 2,749 * 1 = 2,749$$