

**BLUEFIELD STATE COLLEGE  
BOARD OF GOVERNORS  
POLICY NO. 38**

**TITLE: BLUEFIELD STATE COLLEGE FACULTY SALARY PAY PLAN**

**SECTION 1. GENERAL**

- 1.1 Scope: This rule establishes the procedures regarding merit pay for faculty for Bluefield State College.
- 1.2 Authority: West Virginia Code: §18B-1-6, §18B-2A-4.
- 1.3 Filing Date: January 19, 2006
- 1.4 Effective Date: March 17, 2006

**SECTION 2. POLICY**

- 2.1 Goals: Merit pay rewards full-time teaching faculty members who meet and/or exceed their school's performance criteria in the areas of teaching, scholarship, and service. During the previous two semester's faculty must have taught at least six courses and/or eighteen credit hours and/or 360 contact hours to qualify. This provision does not preclude salary adjustments designed to avoid salary inequities, cost of living increases or the salary increases resulting from Bluefield State's promotion and tenure policy. The plan also encourages faculty to implement performance improvement plans. Research and clinical faculty are eligible for merit pay using other criteria.
- 2.2 Procedures: Copies of the merit policy and evaluation procedures will be distributed to all faculty members with their yearly contracts. For each academic year, Deans will meet with each faculty member before the end of the second week of fall semester to clearly define the expectations for that member's performance evaluation by individualizing the general guidelines to meet the appropriate levels of commitment to teaching, scholarship, and service for evaluation. Individual faculty members will not be required to have identical commitments. Some members may contribute greater effort to scholarship than others whose efforts focus more on teaching or service. Some disciplines require that professors remain active practitioners. This diversity encourages each faculty member to use his/her talents to meet the College's goals. The expectations will be clearly stated in the Faculty Evaluation Expectations form, copies of which will be given to the faculty member, placed in the Dean's faculty evaluation files and in the Human Resources Office files. Administration and faculty will make a concerted effort to ensure that each faculty member has equal access to resources required for merit pay. At least one month prior to the merit pay evaluation in spring semester, each faculty member must submit their faculty self-evaluation to the Dean in order to apply for merit pay. Failure to provide documentation will result in no merit pay. Each Dean, after formal training in the evaluation process, will review faculty self evaluations, student

evaluations, and rate faculty using the criteria designated in the faculty evaluation expectations for merit pay. Deans will review the merit pay evaluation with each faculty member and place a copy in the faculty member's personnel file. Faculty members have the right to submit a written response to the evaluation. Deans will then submit merit pay evaluations to the Vice President of Academic Affairs, who is responsible for using the merit pay formula to distribute faculty merit pay. Each faculty member will receive written notification of the amount of merit raise and/or equity awarded. With identifying names of faculty removed, the yearly data reflecting all faculty scores, formula, and merit distribution will be presented to the Professional Development Committee for review. The Professional Development Committee will review the merit pay plan every two years and make necessary recommended changes. Nothing in this policy shall preclude faculty members from pursuing the standard appeals process.

### 2.3 Explanation of Performance Scores

- a. *Excellent:* Individual is fulfilling duties and functions at such a high level of quality that the performance deserves special recognition. The faculty member and Dean should be able to provide written justification of the score.
- b. *Very Good:* Individual is fulfilling expected duties and requirements on a high level of proficiency.
- c. *Good:* Individual is doing a solid job in meeting requirements.
- d. *Needs Improvement:* Individual fulfills in a satisfactory manner most, but not all of the expected duties and functions. The Dean and faculty member are expected to specify ways the faculty member fails to meet performance standards and make specific suggestions concerning ways to improve performance.
- e. *Unsatisfactory:* Indicates that the individual is failing to meet the standards of performance. This rating is normally not given unless faculty has previously been given the rating of needs improvement and has failed to implement improvement measures. The Dean must state specifically in writing what the individual fails to do in order to meet performance standards. He/she must clearly justify the rating.

### 2.4 Distribution

<b>Performance Criteria</b>	<b>Raw Scores (rounded to the hundredths ex. 3.45)</b>	<b>Merit Factor ( 0.6-0.8 for Teaching 0.1-0.2 for each Scholarship/Research and Service ) Total must =1.0</b>	<b>Weighted Scores</b>
Teaching			
Scholarship/ Research			
Service			
Total Score			

Faculty pay increases will be at a 20% equity basis and 80% will be distributed to those earning a total score of 3.00 and above using the merit pay formula described below. The merit increases are to be based on base salary. Merit monies are distributed to Schools based on the School's

percentage of total faculty *base* salaries of the institution. Excel spread sheets will be used for calculation of monies to be distributed.

**SECTION 3. FACULTY EVALUATION COMPONENTS**

<b><u>Performance Criteria</u></b>	<b>Performance Points - 1 to 5</b> Unsatisfactory=1 Needs Improvement=2 Good=3 Very Good =4 Excellent=5	<b>Sources of Information:</b> Student Evaluations; Self-Evaluations; Observations by Dean
<b>Teaching</b>	<b>Points Awarded</b>	
1. <del>Improved</del> <i>Improves</i> students' knowledge of subject area.		Student Evaluations; Observations by Dean
2. Demonstrates knowledge of subject area.		Student Evaluations; Observations by Dean
3. Provides students fair and timely feedback and evaluation.		Student Evaluations; Observations by Dean
4. Provides clear and organized instruction.		Student Evaluations; Observations by Dean
5. Provides and follows a course syllabus.		Student Evaluations; Observations by Dean
6. Overall mean score of merit components of student evaluations.		Student Evaluations
7. Actively participates in course and curriculum development, evaluation, and revision, program reviews, and self-study reports. Serves as a liaison to adjunct faculty in area of teaching responsibility.		Self-Evaluations; Observations by Dean
8. Meets with all advisees to guide programmatic academic decisions and performs 45-90 hour evaluations for assigned advisees.		Self Evaluations; Observations by Dean
9. Maintains office hours/adheres to college policies, procedures, & regulations.		Self Evaluations; Observations by Dean
10. Attends scheduled meetings of the Division, Faculty, and of the College.		Self-Evaluations; Observations by Dean
Comments:	Raw Score = total points/10	
<b>Scholarship/Research</b>		
11. Plans and completes activities consistent with the College goals and objectives and individual assignment as defined by the Dean. Such activities may include but are not limited to the following: attending workshops or meetings to promote the profession;	Raw Score = total points	Self-Evaluations; Observations by Dean

participating in professional organizations; actively pursuing continuing education or study in the field of discipline; pursuing grants; engaging in scholarly activities including publishing book reviews, articles, or books, presenting papers, creating multimedia presentations, or musical/dramatic productions; earning academic awards or honors; working as a consultant to another education institution, government agency, or business or actively practicing in one's profession to maintain skills and knowledge.		
Comments:		
<b>Service</b>		
12. Participates in activities reflecting favorably on the College and benefiting the community and college campus. Activities are to be clarified by the Dean and may include participating in civic and social clubs or boards, sponsoring campus clubs or activities, serving on college committees, or engaging in community service or volunteer programs.	Raw Score = total points	Self-Evaluations;-Observations of Dean
Comments:		

## ADDENDUM

### 2.5 Bluefield State College Faculty Merit Pay Formula / Computation Algorithm

SS - total School faculty Salaries

TF - Total Funds (\$) available for pure merit increases

IS - Individual faculty member's Salary (for School)

SISF - sum of each individual faculty member's salary x his/her merit score (for School)

M - merit score

LQM - lowest qualifying merit score

HQM - highest qualifying merit score

RQM = HQM - LQM - qualifying merit score range

$F = (M + RQM - LQM) / RQM$  - merit increase Factor (lowest qualifying merit score has  $F=1$ , highest qualifying merit score has  $F=2$ )

p - percentage of SS available for merit increases

$e = 0.2 \times p$  // percentage for equity increase

$m = 0.8 \times p$  // percentage for pure merit increase

$f = TF / SISF$

ns = new salary

Steps:

1. determine individual merit scores (M's)
2. compute RQM
3. compute individual F's
4. compute  $SISF = \sum IS \times F$  over the School's faculty
5. compute  $f = TF / SISF$
6. compute ns for each individual faculty member (of the School)
  1. if  $M < 3.0$   
 $ns = IS \times (1.0 + e)$
1.
  1. if  $M \geq 3.0$   
 $ns = IS \times (1.0 + e + F * f)$

### Example Computation

SS = \$349.4K (total School faculty Salaries)

TF = \$9840.00 - Total Funds (\$) available for merit increases

IS - Individual faculty member's Salary (for School) - see spreadsheet

SISF = 4493270- sum of each individual faculty member's salary x his/her merit score (for School)

M - merit score - see spreadsheet

LQM = 3.4 - lowest qualifying merit score

HQM = 4.7 - highest qualifying merit score

RQM = 1.3 = HQM - LQM - qualifying merit score range

$F = (M + RQM - LQM) / RQM$  - merit increase Factor (lowest qualifying merit score has  $F=1$ , highest qualifying merit score has  $F=2$ ) - see spreadsheet

$p = 3.52\%$  - percentage of SS available for merit increases

$e = 0.2 \times p = 0.7\%$  // percentage for equity increase

$m = 0.8 \times p = 2.82\%$  // percentage for pure merit increase

$f = TF / SISF = 0.0219$

ns = new salary - see spreadsheet

Steps:

1. determine individual merit scores (M's)
2. compute RQM
3. compute individual F's
4. compute  $SISF = \sum IS \times F$  over the School's faculty
5. compute  $f = TF / SISF$
6. compute ns for each individual faculty member (of the School)
  1. if  $M < 3.0$   
 $ns = IS \times (1.0 + e)$
1.
  1. if  $M \geq 3.0$   
 $ns = IS \times (1.0 + e + F * f)$

Indiv Sal (NS)	Merit Score	Factor	Equity \$	Merit \$	New Salary (ns)	% Inc.
\$37,500.00	4.1	1.538462	\$263.99	\$1363.59	\$39,027.58	4.1
\$48,345.00	4.7	2	\$340.34	\$2118.31	\$50,803.06	5.1
\$57,654.00	2.8	0	\$405.87	\$0.00	\$58,059.87	0.7
\$62,786.00	3.8	1.307692	\$442.00	\$1798.28	\$65,026.28	3.6
\$37,500.00	4.6	1.923077	\$263.99	\$1579.49	\$39,343.48	4.9
\$48,768.00	3.4	1	\$343.32	\$1068.12	\$50,179.44	2.9
\$56,890.00	4.2	1.615385	\$400.49	\$2012.80	\$59,303.29	4.2
Tot: \$349,443	Avg: 3.94		Tot: \$2,460.00	Tot: \$9,940.59	Tot: 361,743	

## ADDENDUM

### SECTION 4. SOURCES CONSULTED

Faculty Handbook. Patrick Henry Community College.

<http://www.ph.cc.va.us/info.cfm>.

Guidelines for Annual Faculty Evaluation, Merit Determination, Promotion and Tenure.

Eberly college of Arts and Sciences.

[http://www.as.wvu.edu/forms/guidelines\\_for\\_annual\\_faculty\\_ev.htm](http://www.as.wvu.edu/forms/guidelines_for_annual_faculty_ev.htm).

Merit Recognition: Wytheville Community College.

<http://www.wcc.vccs.edu/pp/employment/evaluation/meritRecognition.html>.

Mid-South Community College Employee Performance Evaluation. Handout provided by Mindy Mather.

Norfolk State University. NSU Forms for Faculty. <http://www.nsu.edu/forms/>.

Northeastern Revised Draft. Handout distributed by ??-Dr. Mindy Maher.

Promotion and Tenure. <http://www.seas.virginia.edu/policies/promotionmay2001.php>.

Salary Policy. Shepherd College Board of Governors.

Wenger, Robert B. and Dennis M. Giard. "A Faculty Merit Pay Allocation Model."

Research in Higher Education, Vol. 41, No. 2, 2000.

### FACULTY EVALUATION SUMMARY SHEET

Since employee's last appraisal, his/her performance has:

Improved

Maintained at the same level

Declined

Noteworthy Performance Strengths:

Goals and Objectives for Next Performance Review:

Plan of Action:

Employee Comments:

My Dean and I met on \_\_\_\_\_ and agreed that these performance standards would be used to evaluate my performance during \_\_\_\_\_ academic year.

\_\_\_\_\_ Employee Signature \*

\_\_\_\_\_ Dean's Signature

\*Employee signature indicates that the evaluator has presented and discussed the evaluation with the employee, but does not necessarily indicate agreement with the evaluation.