

**Policy Number: 1270**

**Policy Name: Teaching Faculty and Administrative & Professional Employee Compensation Guidelines**

**Responsibility for Maintenance: Director of Human Resources**

**Effective Date: November 20, 2015**

**Last Updated: August 15, 2023**

**I. POLICY STATEMENT**

The purpose of this policy is to explain the types of faculty appointments at Richard Bland College (RBC) and the guidelines to be followed in setting or modifying salaries and other compensation.

*Noncompliance with this policy may result in disciplinary action up to and including termination. RBC supports an environment free from retaliation. Any retaliation against an employee who brings forth a good faith concern, asks a clarifying question, or participates in an investigation is prohibited.*

**II. APPLICABILITY OF POLICY**

The following are responsible for knowing this policy and familiarizing themselves with its contents and provisions.

- Department Heads
- Teaching Faculty (Tenured Faculty, Tenure-Eligible Faculty, Specified-Term Faculty, Full-Time; Specified-Term, Part-Time (Adjunct))
- Administrative & Professional Employees with personnel responsibilities

**III. CONTACTS**

The Office of Human Resources in collaboration with the College President officially interprets this policy and is responsible for obtaining approval for any revisions as required through the appropriate governance structure. Please direct policy questions to the Office of Human Resources.

**IV. POLICY**

**A. FACULTY APPOINTMENTS**

Richard Bland College (RBC) offers the following full-time and part-time faculty appointments:

- **TEACHING FACULTY** – Appointments within this category customarily require performance of work directly related to student instruction. These appointments are held under one of the following categories: tenured, tenure-eligible, part-time and specified-term faculty. These categories may include faculty rank designations as professor, associate professor, assistant professor, or instructor.
  - **Qualification Criteria** – The minimum requirements for any teaching faculty appointment generally include a master’s degree and a

minimum of eighteen graduate hours in the area of instruction. In exceptional cases, equivalencies may be considered and approved on the basis of unusual circumstances at the discretion of the Chief Academic Officer with concurrence from the President. Such arrangements will be delineated in writing at the time of the faculty member's hiring, and documentation relating to the arrangement will be maintained in the faculty member's professional file on deposit with the College, as well as by the Vice President Office.

- **ADMINISTRATIVE & PROFESSIONAL EMPLOYEES (A&P)** – Appointments within this category typically require performance of work directly related to the management of a department or sub-department of a major academic or administrative unit. Typically, A&P employees are exempt employees under the provisions of the Fair Labor Standards Act (FLSA) and are not subject to the FLSA provisions governing the payment of overtime; and report directly, or through one other person, to the President. A&P employees are appointed by the President as at-will employees or, in some instances, for a specified or otherwise restricted (as by funding source) term. Examples of such appointments are: the heads of departments such as student life, athletics, human resources, campus safety and police, information and technology services, and capital assets and operations.
  - **Qualification Criteria** – AP positions require a high level of knowledge, discretion, independent judgement, and advanced education, special training, and/or prolonged, specialized experience.
- **SPECIFIED-TERM, PART-TIME (ADJUNCT)** – Qualified individuals may be appointed to part-time, short-term (generally one (1)-semester) contracts in which the appointees primary activity is to provide student instruction in specific courses. Adjunct faculty do not qualify for benefits and time served does not accrue toward tenure. Adjunct faculty can be full-time employees and retirees of the College.
- **RETIRED FACULTY (Emeriti)** – Upon recommendation of the President, and following completion of ten (10) or more years of full-time, continuous service and retirement under the laws of the Commonwealth of Virginia, retired members of the faculty may be awarded the rank of emeritus/a<sup>[1]</sup>. Professors in the ranks of assistant, associate, and full professor who receive emeritus/a status will be awarded their respective emeriti ranks upon retirement. Additionally, academic administrators who retire with a record of exceptional service and meet these criteria will be considered for *emeritus/a Emeritus/a* standing at Richard Bland College includes the following privileges: ID card, parking decal, library privileges, email account, and inclusion in all faculty listings.

**B. TEACHING FACULTY and A&P RECRUITMENT**

RBC utilizes a search process that is administered by the Office of Human Resources. The intent of this process is to recruit the best possible faculty and staff to enhance efforts to increase the diversity of the workforce, to include women, veterans, minorities and individuals with disabilities..

**C. NOTICE OF APPOINTMENTS AND CHANGES IN STATUS**

Teaching faculty and A&P appointments, or changes in status, will be specified in a written notice of appointment issued to the employee by the President.

In most cases, the notice will include the following information: rank (applicable to teaching faculty), academic/administrative unit(s) in which the appointment is made, type of appointment (teaching, A&P, adjunct), period of appointment, whether it is part-time or full-time, and salary. Please refer to the [Faculty Handbook](#) and [Policy Number 1100 – Designation, Appointment and Termination of A&P Employees](#) for additional information about teaching faculty and A&P employee appointments and changes in status.

**D. TERMS AND CONDITIONS OF EMPLOYMENT**

All teaching faculty and A&P appointment letters are accompanied by a statement of Terms and Conditions of Employment, which is incorporated by reference into the appointment letter. This document details the policies and conditions to which faculty must adhere, including the Code of Conduct, provisions of the Faculty Handbook, as well as all College policies, procedures and regulations pertaining to teaching faculty and A&P employees. Any violation of these Terms and Conditions could result in disciplinary action, up to termination of employment.

**E. TRANSCRIPTS**

It is a condition of employment that all new teaching faculty are required to submit documentation to Human Resources affirming that they have requisite academic qualifications for the position for which they have been hired. Failure to comply with this documentation requirement and/or misrepresentation of professional credentials may result in termination of the appointment. In most instances, the required documentation will be an original, official, seal-bearing transcript from the institution that awarded the faculty member's academic degrees.

**F. BENEFITS AND PAYROLL**

The Human Resources coordinates faculty benefits, which may, depending on appointment and plan selections, include: health care, retirement, life insurance, disability insurance, flexible spending accounts, tax-deferred annuities, leave (including the Virginia Sickness and Disability Program), workers' compensation, and work/life resources. Human Resources coordinates required deductions, manages direct deposits of salary, and other matters involving wage and salary payments to employees.

**G. RBC'S COMPENSATION PLAN**

In 2021, a research-based RBC Compensation Plan was developed and implemented in accordance with the findings and recommendations of a higher education

compensation specialist. The Plan serves as the framework for sound compensation practices that support the mission of the college. The basis of the plan ensures that salaries are internally equitable and aligned with competitive market data.

In addition to ensuring that employees are appropriately compensated for their work, a major goal of this plan is to attract, retain and increase a diverse faculty and staff who are prepared to deliver high-quality service commensurate with the expectations set forth in the mission and the strategic plan of the college. Additional goals of this Compensation Plan, and any future plans, are to:

- Align RBC salaries overall within the appropriate competitive market for the job. For teaching faculty, competitive markets also include other similarly or slightly higher ranked schools in a comparable field.
- Establish and maintain internal base pay equity by considering differences in skill, effort, experience, contribution, service and responsibility among incumbents in like jobs.
- Pay for performance (base pay changes and promotions) based on sustained contribution.
- Provide variable compensation (recognition award, annual bonus, incentive) for short-term contributions/achievements.
- Offer a total rewards package viewed as valued by employees and flexible to accommodate changing business and market conditions.
- Encourage value-added contributions to the College and careers by better linking career development, performance management and rewards.
- Provide compensation and benefits within RBC's financial ability to pay, which supports a performance-based culture.

#### H. **PAY ADMINISTRATION**

The Human Resources Office will provide compensation advice and guidance to department heads to assist them in making salary recommendations, with final approval by the College president. This includes providing information on market data, internal alignment, and up-to-date salary structures. HR will ensure that all pay actions are within established guidelines and are appropriately documented to ensure compliance with applicable Federal and State legislation.

Approval of any recommendation of emeritus status may require approval by the Board of Visitors.

**FACULTY HIRING RANGES\***

Rank	Minimum	Midpoint	Maximum
Professor	\$67,584	\$92,203	\$116,821
Associate Professor	\$57,697	\$77,048	\$96,400
Assistant Professor	\$54,516	\$70,575	\$86,998
Instructor	\$50,832	\$66,037	\$81,243

**\*9 Month Teaching Faculty Ranges**

Faculty hiring ranges will be reviewed on an annual basis by the Office of Human Resources.

**FACULTY RANK (as defined in the [Faculty Handbook](#))**

- **PROFESSOR**

A faculty member must:

- Complete at least six (6) years as associate professor, or, in rare cases, be awarded consideration of an equivalency by the Chief Academic Officer.
- She/he must have a minimum of twelve (12) years of college teaching experience (or equivalency), and a terminal degree in his/her field. The MFA can be considered a terminal degree for a faculty member whose field is theater or studio art. The MBA can be considered a terminal degree in business.

- **ASSOCIATE PROFESSOR**

A faculty member must:

- Complete four (4) years' service as an Assistant Professor at the College, or, in rare cases, be awarded consideration of an equivalency by the Chief Academic Officer.
- Have at least six (6) years in total of college-level teaching.

- **ASSISTANT PROFESSOR**

The faculty member must:

- Have completed two (2) years' service as an instructor at the College, or in rare cases, be awarded consideration of an equivalency by the Chief Academic Officer;
  - Hold a master's degree in the field of appointment, or, in rare cases, be awarded consideration of an equivalency by the Chief Academic Officer;
  - Demonstrate performance that reflects promise of the candidate's being a strong addition to the College in his/her professional field, and
  - Submit a satisfactory portfolio for review prior to promotion, as described above.
- **INSTRUCTOR**  
The faculty member must:
    - Hold/have a master's degree and/or a minimum of eighteen (18) graduate hours in the area of instruction, or, in rare cases, be awarded consideration of an equivalency by the Chief Academic Officer.

ADMINISTRATIVE & PROFESSIONAL SALARY RANGE**				
Position Classification***	Minimum Range	Midpoint		Maximum Range
Executive	\$114,352	-		Market
Director	\$77,533	\$91,215		\$104,897
Assistant Director	\$62,026	\$72,972	\$83,918	
Manager	\$56,857	\$66,891		\$76,925
Supervisor	\$46,520	\$54,729		\$62,93889,763

Specialist	\$43,418	\$51,080	\$58,743
Support	\$37,443	\$44,026	\$50,630

**\*\*12 Month Administrative & Professional Salary Ranges**

**I. SALARIES AND SALARY CONVERSIONS**

Salaries of RBC teaching faculty and A&P employees are established and approved through RBC's Compensation Plan. Recommendations by the appropriate chair, director or department head will be reviewed by Human Resources with final approval by the College President.

**J. ADMINISTRATIVE SALARY SUPPLEMENTS**

Administrative salary supplements will be determined by the College President, in collaboration with the Office of Human Resources, and will be specifically identified in the appointment letter; it will be noted that should the duties no longer be performed, the supplement will be removed accordingly. Administrative salary supplements may be requested for increased responsibilities and/or changed job assignments (e.g. for department chairs). These supplements may also be requested for temporary duties, such as for an interim/acting appointment. All salary supplement requests are subject to final approval by the College President.

**K. PROCEDURES FOR SALARY CONVERSIONS**

The standard conversion rate for teaching faculty who convert from a 9-month to a 12-month appointment is 122% of the 9-month salary. The standard conversion rate for A&P employees who change from a 12-month appointment to a 9-month teaching appointment is 82% of the 12-month salary. If a 9-month or 12-month employee has an administrative supplement, the supplement should first be removed before the salary is converted to either a 9- or 12-month base salary.

\*\*A&P salary ranges will be evaluated and updated on an annual basis by the Office of Human Resources.

\*\*\*Position Classification will be determined by the Office of Human Resources in collaboration with the hiring manager based on the specific needs of the department and the College.

**L. PROMOTION**

A promotion is defined as movement to a different role with significant increase to job duties and responsibilities. Promotions may or may not require a search and may allow for variable increases depending on the level of the new position. All salary increases are subject to approval by the College President.

Please refer to the [Faculty Handbook](#) for information about teaching faculty promotions in rank.

**M. REASSIGNMENTS**

The President has complete discretion to reassign administrative duties and titles at any time. Additionally, the Chief Academic Officer may relieve teaching faculty members from teaching, or teaching faculty members who also hold an administrative appointment from those administrative duties, at any time. Please refer to [Policy Number 1100 – Designation, Appointment and Termination of A&P Employees](#) for additional information on reassignments.

**N. MERIT INCREASES**

A&P employees shall be subject to formal and periodic evaluations of their administrative performance. Written performance evaluations of A&P employees shall be conducted, and pay increases, when funds are available, shall be based on an objective analysis of the performance of each individual. All salary increases will be reviewed by Human Resources and compared to current market data/internal equity review to ensure internal alignment. Final approval by the College President is required. Please refer to [Policy Number 1100 – Designation, Appointment and Termination of A&P Employees](#) for additional information.

Teaching faculty whose original employment by the College is certified by the Board of Visitors, receive annual performance reviews from their department chairs and the Chief Academic Officer. If promotion in rank is at issue, subsequent Board approval of that change in status is required. To fund faculty salary adjustments, Richard Bland College uses money appropriated by the General Assembly. Depending on availability of funds, all faculty members are considered for annual salary increases. These increases will be geared toward reducing inequities, recognizing promotion, and merit. Please refer to the [Faculty Handbook](#).

**O. BONUS AWARDS**

Bonuses may be awarded to those employees whose performance exceeds the normal expectations and requirements for their position, or for superior accomplishments or achievement. Bonuses are a one-time lump sum award for exceptional performance beyond the prescribed expectations of an employee's duties. All bonus awards require prior approval by the College President.

**P. SALARY INCREASES FOR EXPANDED/ADDITIONAL DUTIES**

Opportunities to receive additional compensation, such as a salary adjustment for an expansion of duties (permanent or temporary), may be considered for teaching and A&P faculty, which may or may not include a title change. Approved temporary changes in duties/job responsibilities are to be compensated on a temporary basis defined by the term of the additional responsibilities. Human Resources will review all salary increase recommendations, compare competitive market data, and conduct an internal equity review to ensure internal alignment, with final approval required by the College President.

**Q. ADJUNCT & OVERLOAD CONTRACT PROCEDURES & DEADLINES**

Adjunct and overload contracts will not be issued before the last day to add a class.

Adjunct and overload contracts will be emailed within 10 – 14 days after the add/drop period. Payment schedules will be determined by the date the signed contract is returned.

**R. ADJUNCT & OVERLOAD SALARY SCHEDULE**

Adjunct faculty members, teaching faculty and A&P employees teaching overloads will be paid according to the following salary schedule as long as the class meets minimum enrollment. Adjunct rank is determined at the time of hire using the same criteria as full-time faculty.

<b>ADJUNCT &amp; OVERLOAD SALARY RATES****</b>	
<b>Rank</b>	<b>Rate/per credit hour</b>
Professor	\$1,044.00
Associate Professor	\$987.00
Assistant Professor	\$930.00
Instructor	\$874.00

\*Faculty Salary Schedule For Adjunct & Full-time Faculty Overload

\*\*\*\*The Faculty Salary Schedule for Adjuncts & Overloads will be reviewed by Human Resources on an annual basis.

**V. CONTACT INFORMATION**

<b>OFFICE</b>	<b>TITLE</b>	<b>TELEPHONE NUMBER</b>	<b>EMAIL</b>
Department of Human Resources	Director of Human Resources	804-862-6100 Ext. 6409	rbchr@rbc.edu