

## 2024-25 Faculty Compensation Plan

### FINANCE AND RESOURCE MANAGEMENT COMMITTEE

**April 24, 2024**

As the university develops the annual Faculty Compensation Plan, it continues to use historical guidance provided by the commonwealth<sup>1</sup> and the university's Faculty Handbook. This faculty compensation plan defines the qualification criteria for faculty, provides guidance on the compensation process for faculty, and requires Board of Visitors' approval.

The university's 2024-25 Faculty Compensation Plan covers:

1. the 2024-25 pay structure;
2. the promotion and tenure process;
3. the annual evaluation and salary adjustment process for teaching and research faculty (T&R) and administrative/professional (A/P) faculty; and
4. salary adjustments within the evaluation period.

This faculty compensation plan is only for faculty positions. The compensation plan for staff is administered separately by the university administration in accordance with the Board of Visitors' approval of the university's Management Agreement, effective July 1, 2006, as well as guidance from the commonwealth and the state's Department of Human Resource Management.

### **Virginia Tech Salary Average and Benchmark Ranking for T&R Faculty**

For strategic planning purposes, the university has established a metric goal of reaching the 50<sup>th</sup> percentile of the Top 20 Land Grant universities in the nation as ranked by the Wall Street Journal/Times Higher Education World University Rankings. The university's actual salary average as compared to the Top 20 Land Grant group can be seen in the table below. The university's competitive positioning among this group for Fall 2023 will be computed once the Integrated Postsecondary Education Data System (IPEDS) data becomes available.

	<b>Fall 2022</b>	<b>Fall 2023*</b>	<b>Change</b>
<b><u>Top 20 Land Grant Group</u></b>			
50 <sup>th</sup> percentile (excl. VT)	\$119,260	N/A	-
VT Average Salary	\$115,498	\$123,858	7.24%
VT Rank	14 of 20	N/A	-
VT Percentile	37 <sup>th</sup>	N/A	-

*\*IPEDS peer salary data for Fall 2023 is not yet available.*

<sup>1</sup> Secretary of Education, *Consolidated Salary Authorization for Faculty Positions in Institutions of Higher Education*, September 7, 2001.

Attachment A provides a list of the university's peer group and the comparative salary averages for Fall 2022.

Although peer salary data is not yet available for Fall 2023, Virginia Tech's salary average was \$123,858. This overall average was 7.24% more than the Fall 2022 salary average. Within this overall average:

- **Continuing faculty:** 1,757 T&R faculty were a part of both the Fall 2022 and Fall 2023 averages and had an average salary of \$125,956, an increase of 8.0% over the prior year.
- **Departing faculty:** 182 T&R faculty who were a part of the Fall 2022 average did not subsequently appear in the Fall 2023 average and had an average salary of \$104,862.
- **New faculty:** 274 T&R faculty were a part of the Fall 2023 average who were not included in the Fall 2022 average and had an average salary of \$110,405.

### **2024-25 Faculty Pay Structure**

Consistent with traditional commonwealth guidance, a pay structure for T&R faculty for 2024-25 is presented in Attachment B. This plan is derived from the 2023-24 approved plan and incorporates the estimated impact of the planned merit program on entrance rates for 2024-25. The attachment also displays the normal entrance rate for each faculty category along with the change from the approved compensation rate for each rank, along with the distribution of faculty across the ranks. T&R faculty entering salaries will vary based on faculty discipline.

### **Promotion, Tenure, and Continued Appointment**

Promotion to a higher rank and appointment with tenure may be granted to faculty members on a regular faculty appointment who have demonstrated outstanding accomplishments in an appropriate combination of learning, discovery, and engagement. A current curriculum vitae together with student and peer evaluations of teaching, reprints of publications, evaluations by external reviewers from the same or a related field, and other similar documents comprise a dossier which furnishes the principal basis for promotion and tenure decisions. Faculty members being considered for either promotion or the awarding of tenure will have their dossiers reviewed **at three levels:**

- by a departmental committee and the head or chair;
- by a college committee and the dean; and
- by a university committee and the Provost.

Each candidate for promotion or tenure will be evaluated in the light of the tripartite mission of the university: learning, discovery, and engagement. Although not all candidates can be expected to have equal levels of commitment or equal responsibilities in each of these missions, a high level of general competence is expected in recognition

of the need for flexibility in the future establishment of priorities in academic programs. Beyond that basic foundation of competence, decisions related to tenure or promotion to associate professor will require evidence of excellence in at least one area.

The university's mission and commitment as a major research institution requires high accomplishment for promotion to professor. Faculty members must demonstrate a high level of competence in an appropriate combination of instruction, outreach, and professional activities relevant to their assignment. Because of the university's mission and commitment as a major research institution, successful candidates for the rank of professor must demonstrate excellence in research, scholarship, or creative achievement, as appropriate for the candidate's discipline and assignment. Promotion to the rank of professor is contingent upon national or international recognition as an outstanding scholar and educator.

In addition to the rank promotions within the faculty categories described below, faculty may be promoted to ranks within other faculty categories, as appropriate (for example, an Instructor may be promoted to a rank within the Professor of Practice or Collegiate Faculty categories).

The Faculty Handbook provides detailed policies and procedures for the departmental evaluation, the college evaluation, and the university evaluation.

Members of the Library faculty and Cooperative Extension faculty not holding appointments in a collegiate department may be considered for continued appointment or for promotion in faculty rank in recognition of appropriate professional accomplishments. Candidates for promotion or continued appointment will be reviewed at two levels: first by the University Libraries or Extension promotion and continued appointment committee and Dean of University Libraries or Director of Virginia Cooperative Extension, and second by the University Promotion and Continued Appointment Committee and the Provost.

The following raises are recommended for promotions to:

Professor	\$10,000
Associate Professor	7,000
Assistant Professor	5,000

For academic-year faculty members who have Research Extended Appointments (10-, 11-, or 12-month appointments funded by sponsored projects) with salaries adjusted in accordance with formulas in Policy 6200 – Policy on Research Extended Appointments, or for those who have a limited-term appointment as department head or other administrator, the stipend is adjusted by the same conversion rate to preserve its value when the faculty member returns to the academic-year base appointment.

Clinical Faculty

The clinical faculty track provides for long-term, full-time or part-time faculty appointments to individuals whose primary responsibilities are instruction and/or service in a clinical setting, such as veterinary medicine. Tenure cannot be earned in these ranks, and time spent in one of these ranks is not applicable toward probationary tenure-track faculty service. There are four non-tenure-track clinical ranks beginning with Clinical Instructor. Those clinical faculty members with outstanding performance may be considered for promotion in rank by the relevant departmental and college promotion and tenure committees, with administrative approval by the Provost.

The following raises are recommended for promotions to:

Clinical Professor	\$10,000
Clinical Associate Professor	7,000
Clinical Assistant Professor	5,000

Collegiate Faculty

The collegiate professor series provides for short- or long-term, full- or part-time, non-tenure-track faculty appointments for individuals who bring specialized expertise to the instructional programs of the university, thereby complementing the qualifications and contributions of tenure-track faculty. There are three non-tenure-track collegiate professor ranks, beginning with Collegiate Assistant Professor. Tenure will not be awarded at any of these ranks and service at these ranks is excluded from the pre-tenure probationary period if the faculty member is subsequently appointed to a tenure-track position. Collegiate faculty members with a record of significant scholarly and/or professional achievement may be considered for promotion in rank by the relevant departmental and college promotion and tenure committees, with administrative approval by the Provost.

Collegiate Professor	\$10,000
Collegiate Associate Professor	7,000
Collegiate Assistant Professor	5,000

Professor of Practice

The professor of practice series provides for short- or long-term, full- or part-time, non-tenure-track faculty appointments for individuals who bring specialized expertise to the instructional programs of the university, thereby complementing the qualifications and contributions of tenure-track faculty. There are three non-tenure-track professor of practice ranks, beginning with Assistant Professor of Practice. Tenure will not be awarded at any of these ranks and all service at one of these ranks will be excluded from the probationary period should the faculty member later be appointed to a tenure-track position. Professor of practice faculty members with a record of outstanding performance

may be considered for promotion in rank by the relevant departmental and college promotion and tenure committees, with administrative approval by the Provost.

Professor of Practice	\$10,000
Associate Professor of Practice	7,000
Assistant Professor of Practice	5,000

### Instructors

The instructor track provides for full- and part-time appointments to individuals whose primary responsibilities are to the undergraduate instructional program. Tenure will not be awarded at any of these ranks and all service at any instructor rank will be excluded from the probationary period should the faculty member later be appointed to a tenure track position. There are three ranks in the series: Instructor, Advanced Instructor, and Senior Instructor. Those faculty members with outstanding performance may be considered for promotion in rank by the relevant departmental and college promotion and tenure committees, with administrative approval by the Provost.

The following raises are recommended for promotions to:

Senior Instructor	\$7,000
Advanced Instructor	5,000

### Extension Agents

There are three ranks for extension agents: Associate Extension Agent, Extension Agent, and Senior Extension Agent. Criteria for promotion in rank include educational preparation, performance, and professionalism. The Director of Cooperative Extension makes a recommendation to the Provost based on an evaluation of the candidate's dossier and recommendations of the Peer Review Committees, District Director, and Associate Directors of Cooperative Extension.

The following raises are recommended for promotions within Cooperative Extension:

Senior Extension Agent	\$7,000
Extension Agent	5,000

### Extension Specialists

There are three ranks for extension specialists: Associate Extension Specialist, Extension Specialist, and Senior Extension Specialist. Extension faculty may or may not hold an appointment in an academic college. They are, nonetheless, subject to high professional standards in the dissemination of knowledge through the Virginia Cooperative Extension programs and in the planning and delivery of educational programs and programs of assistance to industries and local governmental agencies. Recommendations for

promotion in rank are made to the Provost based on an evaluation of the candidate's dossier and recommendations of the Promotion Review Committee and Department Head and/or District Director.

The following raises are recommended for promotions to:

Senior Extension Specialist	\$7,000
Extension Specialist	5,000

### Virginia Tech Carilion School of Medicine Faculty

Faculty members of the Virginia Tech Carilion School of Medicine are of two types: faculty employed by the university or faculty employed by affiliate entities (in most cases Carilion Clinic). At all times, regardless of employer, faculty members providing instruction, academic support, or performing academic duties or roles as a Virginia Tech Carilion School of Medicine faculty member are governed by Virginia Tech's policies and procedures. In the Virginia Tech Carilion School of Medicine, tenure-to-title is granted at the discretion of the school without any right to, interest in, or expectation of any compensation or guarantee for compensation or future employment and is granted only in the Virginia Tech Carilion School of Medicine to individuals who are not employed by Virginia Tech. Tenure-to-title is recognition of a faculty member's significant accomplishments in teaching, clinical care (if relevant), scholarship, and service to the school.

The tenure-to-title and/or promotion in rank dossier is reviewed at three levels: (1) by an appropriately charged departmental committee and the department head or chair, (2) by an appropriately charged college-level committee and the dean, (3) and by the Provost. The department head or chair and dean make separate recommendations to the subsequent review levels. The Provost reviews college and dean recommendations and makes recommendations to the President. The Board of Visitors grants final approval.

### **Annual Evaluation and Salary Adjustments**

#### Teaching and Research Faculty

An evaluation of every faculty member's professional performance is held each year. All persons holding non-temporary faculty appointments are asked to prepare a report at the end of each academic year (or other appropriate 12-month period) citing their instructional activities, creative scholarship, and other professional activities and recognitions during the year. Salary recommendations are based upon performance documented in these annual reports, which are reviewed by departmental personnel committees in some cases, by the department head or chair, and the dean.

Salary adjustments are based on merit; they are not automatic. Recommendations for salary adjustments originate with the department head or chair and are reviewed by the

dean. The dean then provides the salary adjustment recommendations for review by university leadership prior to submission to President or designee.

### Administrative/Professional Faculty

The Administrative/Professional Faculty are comprised of Senior Administrators and Managers and Professionals. Senior Administrators perform work directly related to management of the educational and general (E&G) activities of the institution at least 50 percent or more of their contractual time, and typically serve in executive leadership roles such as vice president, dean, director, and assistant or associate vice president or dean. Managers have responsibility for supervision and evaluation of a significant number of staff and/or professional faculty, and budgetary responsibility for their unit or a substantive program. Professionals provide direct service to students, other university constituencies, or clients external to the university as part of the university's missions of learning, discovery, and engagement. Professionals include, but are not limited to, extension agents, librarians, coaches, physicians, lawyers, engineers, architects, student or academic affairs professionals, development officers, specialists in public relations, human resources, information technology, and finance.

Evaluations are based upon standards set by the supervisor with the participation of the faculty member and relate closely to the duties inherent in the functional title and job description of the position. Annually set expectations become one of the important criteria for judging professional job performance in the subsequent year. In addition to maintaining a high level of performance in carrying out their job-related duties and responsibilities, senior administrators, managers, and professionals are expected to participate in and provide leadership of departmental, divisional, or university-wide committees, special university-wide assignments, or similar activity on behalf of important university priorities.

Salary adjustments are based on merit; they are not automatic. Recommendations for salary adjustments originate with the supervisor and are reviewed as appropriate by the department head, dean, and vice president. The dean or vice president provides salary adjustment recommendations for approval by university leadership prior to being considered by the President or designee.

### Research Faculty

Research faculty are those with the titles of research associate, senior research associate, postdoctoral associate, research scientist, senior research scientist, research assistant professor, research associate professor, research professor, project associate, senior project associate, or project director. Research faculty appointments are intended to promote and expedite the research activities of the university. Tenure cannot be earned in these ranks and service is not applicable toward probationary faculty service. Each research faculty member is evaluated and given a merit adjustment on the same schedule for evaluations and raise recommendations as the other faculty groups. Salary

adjustments are based on merit; they are not automatic. An annual performance review by the principal investigator and/or department head becomes part of the basis for salary adjustments. Recommendations for salary adjustments originate with the supervisor (usually the principal investigator or the department head or chair) and are reviewed, as appropriate, by the department head or chair, dean, and vice president for research and innovation. At the university level, the dean or vice president reviews the salary adjustment with university leadership prior to being considered by the President or designee.

### **Other Salary Adjustments**

Faculty salary adjustments are normally reviewed and approved in two phases: adjustments for promotion are recommended at the June meeting and compensation programs are planned in the university budget process and in compensation plans developed in congruence with any applicable state compensation program.

In addition to this process, it is sometimes necessary to adjust the salaries of specific faculty members at other times during the fiscal year. These adjustments are primarily for changes in duties and responsibilities, special temporary assignments, retention or other exceptional needs, and faculty selected for a different position as part of a search. Adjustments on the anniversary date of appointment for a restricted faculty member may also be approved in lieu of the normal merit process.

To recognize continued educational attainment, faculty members may receive a base salary adjustment of up to \$3,000 for completion of the doctorate effective upon official certification by the degree-granting institution that all requirements have been met for award of the degree.

By a separate resolution, the Board has delegated authority to the President, or designee for various employment and salary adjustments. The President, Provost, and Chief Operating Officer are authorized to administer the faculty compensation plan during the year and act upon requests for salary adjustments. The President has issued a set of guidelines establishing the parameters for approval of special salary adjustments. The quarterly Personnel Changes Report will reflect those actions of strategic importance to the institution not otherwise delegated through separate resolution.

### **Faculty Research Incentive Plan**

During 2011-12, a university workgroup developed a university savings program by incentivizing faculty research activities. This effort resulted in the Board's creation of a Faculty Research Incentive Program (FRIP) that has similarities to programs at peer institutions. This plan was implemented in 2012-13 and will be continued in 2024-25.

The goal of the FRIP is to provide an incentive for principal or co-principal investigators to secure additional competitively awarded, externally sponsored activities. Through the



leveraging of appropriately charged time to competitive grants and contracts, research time that is funded by departments or colleges can be reduced, resulting in salary savings that can be used to both support the incentive program as well as to support academic initiatives.

One-time research incentive payments are made from department or college salary savings and are based on a minimum savings threshold that is applied equitably within departments or colleges. Faculty must apply in advance to be considered for the program. Research incentive payments must be approved by the department head or chair, the dean, and the vice president for research and innovation (or the appropriate administrators based on reporting structure); all disapprovals must also be reviewed by each management level. When salary savings result in a reduction in faculty assignments, those salary savings are excluded from the program.

### **Update on 2023-24 Faculty Compensation Plan**

Consistent with the biennial budget approved by the Governor and General Assembly, the Board of Visitors approves an average three-percent faculty merit increase for teaching, research, administrative and professional faculty, effective on the July 1, 2024 paycheck, with salary increases being implemented differentially based on individual performance. The President, or designee, shall implement the results of the merit program within the parameters specified in the final state Appropriation Act and the university's Faculty Compensation Plan. A summary of the results of this process will be shared with the Board at its next regularly scheduled meeting following full implementation of the plan.

### **Other 2024-25 Compensation Actions**

To maintain and improve upon the university's standing relative to the 50<sup>th</sup> percentile of the Top 20 Land Grant peers, the higher levels of competing offers offered to key faculty, and to minimize the high cost of turnover, the university will continue to explore opportunities to improve the competitiveness of Virginia Tech faculty compensation.

In addition to the merit program outlined previously, the university may also elect to create a supplemental pool to achieve certain targeted salary compensation or retention needs. For example, in some years the university has worked to address issues such as salary compression and equity needs. For 2024-25, such changes may result from one or more of the following processes:

- The university establishes a special pool of funds to address salary for faculty who have achieved national distinction in their field. The funding will only be used to make adjustments based on evaluations of specific circumstances surrounding individual faculty members. As such, these adjustments would not be available to all faculty

members and may occur at any time during the year, subject to approval by the President or designee.

- The President may use a special pool of funds to adjust individual salary recommendations made by the vice presidents and deans when he determines that a different adjustment is warranted.

**RECOMMENDATION:**

That the proposed 2024-25 Faculty Compensation Plan be approved.

June 11, 2024

## Attachment A

## VIRGINIA TECH

## T&amp;R Faculty Peer Salary Benchmarking

Fall 2022

## Top 20 Land Grants Ranked in THE 2023 World Ranking\*

<u>Institution</u>	<u>Average T&amp;R Salary</u> <sup>(1)</sup>	<u>Rank</u>
University of California-Davis	\$151,148	1
University of Maryland-College Park	135,474	2
University of Wisconsin Madison	128,426	3
University of Delaware	124,021	4
Ohio State University – Main Campus	122,952	5
University of Illinois at Urbana-Champaign	122,060	6
Purdue University – Main Campus	121,387	7
University of Hawaii Manoa	120,613	8
Texas A&M College Station	119,976	9
Rutgers University – New Brunswick	119,251	10
University of Minnesota – Twin Cities	116,648	11
University of Massachusetts Amherst	116,437	12
Michigan State University	116,379	13
<b>Virginia Tech</b>	<b>115,498</b>	<b>14</b>
University of Florida	114,823	15
University of Tennessee-Knoxville	108,731	16
North Carolina State University	108,689	17
University of Arizona	102,736	18
Washington State University	96,937	19
Pennsylvania State University – Main Campus	**	20

Virginia Tech Actual Salary Average Percentile

37th

---

(1) Average salary of peer institutions is based on the latest available data (Fall 2022) from IPEDS

\*Excludes University of California-Berkeley and Cornell University

\*\* Pennsylvania State University data under review with IPEDs

**Attachment B****2024-25 T&R Faculty Proposed Pay Structure****Virginia Tech**

	Minimum Entering Salary for 9-Month T&R Faculty		Minimum Entering Salary for 12-Month T&R Faculty		Distribution of Faculty by Rank
	Entrance	Change	Entrance	Change	
Professor	\$109,605	3.0%	\$133,679	3.0%	29%
Associate Professor	83,829	3.0%	101,578	3.0%	28%
Assistant Professor	69,348	3.0%	84,352	3.0%	29%
Senior Instructor	59,477	3.0%	77,390	3.0%	2%
Advanced Instructor	53,027	3.0%	68,792	3.0%	2%
Instructor	48,602	3.0%	63,236	3.0%	9%

# APPROVAL OF 2024-25 FACULTY COMPENSATION PLAN

TIM HODGE, ASSOCIATE VICE PRESIDENT  
FOR BUDGET AND FINANCIAL PLANNING

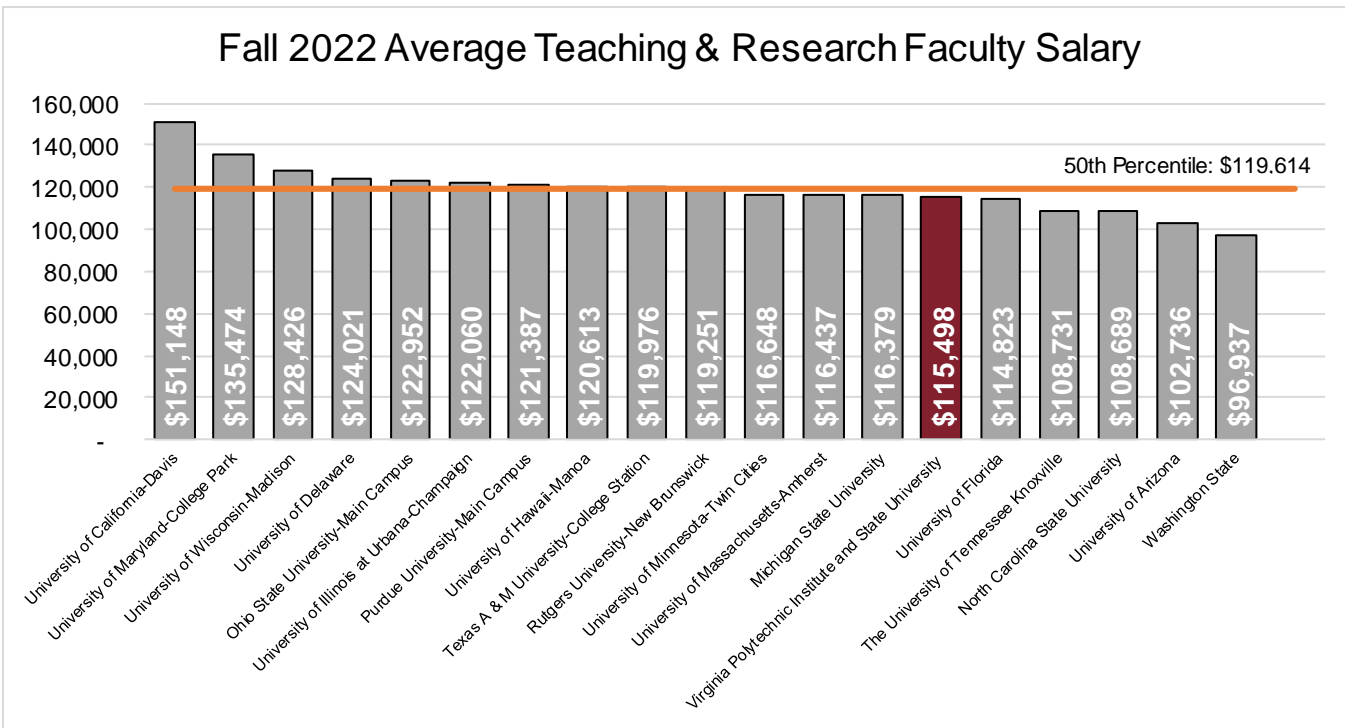
JUNE 11, 2024

## 2024-25 Faculty Compensation Plan

- Benchmarking
- Promotion and tenure process
- Annual evaluation and salary adjustments

# BENCHMARKING – TOP 20 LAND GRANTS

Strategic Objective: Achieve progress in competitive faculty salaries toward the 50th percentile of Research (R1) Public Land-Grant Universities by 2024



Top 20 Land Grant Group	Fall 2022	Fall 2023	Change
50 <sup>th</sup> percentile (excl. VT)	\$119,260	N/A*	-
VT Average Salary	\$115,498	\$123,858	7.24%
VT Rank	14 of 20	N/A	-
VT Percentile	37 <sup>th</sup>	N/A	-

Source: IPEDS, VT Consolidated Salary Average. Pennsylvania State University data under review with IPEDS

\*IPEDS peer salary data for Fall 2023 is not yet available.

# PROMOTION AND TENURE



- Promotion to a higher rank and appointment with tenure may be granted to faculty members on a regular faculty appointment who have demonstrated outstanding accomplishments
- Each candidate for promotion or tenure will be evaluated in light of the tripartite mission of the university: instruction, research, and outreach
- Update P&T promotion amounts, first update since 2015

	Prior	Proposed
Professor	\$ 7,000	\$ 10,000
Associate Professor	\$ 5,000	\$ 7,000
Assistant Professor	\$ 3,000	\$ 5,000



# ANNUAL EVALUATION

- Faculty Activity Report (FAR)
  - Teaching/Research Faculty: instructional activities, creative scholarship, outreach and service contributions, and other professional activities and recognitions
  - Administrative/Professional Faculty: activities in support of their specific job goals as they relate to the broader mission of the university
- All non-temporary faculty members must submit a FAR annually
- FAR serves as the basis of faculty evaluations conducted annually by departments
- This process also serves as part of the basis for awarding merit adjustments

# UPDATE ON CURRENT MERIT PROCESS

- State budget included 3.0% increase (July 1, 2024 paycheck)
- Merit recommendations were developed during the spring of 2023, consistent with the proposed 2023-24 Faculty Compensation Plan
- The university was in the final stages of that process as these board materials were being developed
- President, or designee, shall implement the results of the merit program within the parameters specified in the final state Appropriation Act and the university's Faculty Compensation Plan
- A summary of the results of this process will be shared with the Board at its next regularly scheduled meeting following full implementation of the plan

# 2024-25 FACULTY COMPENSATION PLAN

## RECOMMENDATION

That the proposed 2024-25 Faculty Compensation Plan be approved.

June 11, 2024