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**Revision Responsibility:** Director of Human Resources, Vice President Academic Affairs  
**Responsible Executive Officer:** President

**Source/Reference:** [TBR Policy 5:01:00:00](#)  
[TBR Guideline P-043](#)

## **PURPOSE**

To establish a uniform and equitable method of setting and maintaining faculty salaries.

## **POLICY**

### **I. Purpose**

The goal of the Faculty Compensation Plan is to set and maintain faculty salaries that will attract and retain qualified individuals by providing salaries responsive to internal equity, external competitiveness, and individual performance.

### **II. Applicability**

The Faculty Compensation Plan is applicable to all faculty members, including Division Deans on faculty contracts.

### **III. General Structure**

#### **A. Salary Ranges**

The Faculty Compensation Plan includes four salary ranges (see Table 1 below) within each of the four academic ranks of:

1. Instructor – (1)
2. Assistant Professor – (2)
3. Associate Professor – (3)
4. Professor – (4)

and level or type of degree:

1. Associate's Degree – (A)
2. Bachelor's Degree – (B)
3. Master's Degree – (C)
4. Ph.D. or other terminal degree – (D)

**B. Duration of Time to Market Salary**

The midpoint of each range is the target or market salary for each range. The duration for reaching the target salary is displayed in Table 1 and assumes that a faculty member may be eligible for promotion before the market point for a rank/degree is reached, and is longer than the faculty promotional eligibility guidelines.

**Table 1**

Rank	Degree	Grade	Years to Market
<b>1 - Instructor</b>			
	A	1A	12
	B	1B	10
	C	1C	8
	D	1D	6
<b>2 - Assistant Professor</b>			
	A	2A	15
	B	2B	13
	C	2C	11
	D	2D	9
<b>3 - Associate Professor</b>			
	A	3A	20
	B	3B	18
	C	3C	16
	D	3D	14
<b>4 - Professor</b>			
	A	4A	25
	B	4B	23
	C	4C	21
	D	4D	19

**C. Salary Range Penetration**

**1. Experience Credit**

Target salary for each faculty member will be determined based upon faculty rank and degree held. Experience credit is provided for each year of directly applicable/related experience. Full-time teaching experience in higher education will receive one-to-one recognition. Once an employee has been hired, only applicable experience with the College will be considered when making salary administration decisions, unless the employee moves into a totally new position, which would require a reevaluation of all work history.

2. Degree Credit

Degree credit is provided as specified in Table 1, along with rank.

IV. Salary Plan Administration

A. Responsibility for Administration

The Director of Human Resources, in conjunction with the Vice President for Academic Affairs, will be responsible for administration of the compensation plan, including, but not limited to:

1. Ensuring that all faculty members receive appropriate and equitable recognition for their credentials; and
2. Monitoring market conditions to ensure the College's ability in attracting and retaining faculty and providing competitive salaries.

All instructional administrative management personnel have responsibility for being sufficiently informed to provide answers to questions concerning the program.

B. Final Authority

The President has final authority within the College for all salary policies, including distribution of salary adjustments and salary administration changes, subject to Tennessee Board of Regents policy and guidelines.

**PROCEDURES**

I. Salary Determination or Adjustments

A. New Appointment

1. Experience Credit

The appropriate Division Dean will determine the experience to be credited in accordance with the faculty compensation plan policy. The Human Resources Office will review the experience and resolve any questions together with the Vice President for Academic Affairs.

2. Salary Computation

- a. The Human Resources Office will compute the salary for a new faculty member based upon the faculty member’s rank and experience in accordance with the faculty compensation plan formula.
- b. To determine a starting salary, the following calculations will take place:

**Table 2**

Row	Description
A	Number of years of related experience (a degree in excess of the minimum required for the position will result in the addition of one year of related experience for each degree).
B	Number of years of relevant, prerequisite experience that are required for the position.
C	Number of years to reach target pay depends on rank and degree status.
1	Arrive at the total number of years of credited directly and secondarily-relevant, applicable experience that are to be considered (A).
2	Subtract the number of years that are required to be qualified (B).
3	If the result of step #2 equals or exceeds number of years expected to reach target, the hiring range is up to the midpoint of the range, or higher by presidential exception.
4	If the result of step #2 is less than target, divide step #2 by the target to arrive at a percentage.
5	Multiply step #4 times (midpoint – minimum).
6	Add the minimum to step #5 to arrive at a starting salary.
7	If the candidate holds an academic degree that exceeds what is required by the position, the incumbent may receive one additional year of credit.
8	The hiring range is from the minimum to the sum of step #6.

3. Exceptions

- a. Upon recommendation from the Vice President for Academic Affairs and/or Director of Human Resources, the President may approve an adjustment to the calculated starting salary.

b. Up to Range Midpoint

The Vice President for Academic Affairs, with approval of the President, may approve exceptions to the range penetration formula, up to the range midpoint, based on business necessity, taking into consideration the market, the needs of the College, and the availability of fiscal resources.

c. Above the Range Midpoint

Offers in excess of the range penetration formula above the midpoint of the salary range must be recommended by the Vice President for Academic Affairs, and/or Director of Human Resources and approved by the President. Any such offer will be based upon business necessity reasons. The appropriate appointing official must document rationale for exceptions. Business necessity considerations include: qualifications of the candidate, number of qualified applicants identified, market considerations, the needs of the College and potential compression problems relative to other faculty members within the same salary range and discipline who possess similar qualifications.

B. Promotion

A rank advancement will be recognized by increasing the faculty member's salary to maintain the same position in range as his/her current rank or degree using the salary range of the new faculty rank.

C. Pay Above Maximum

If a faculty member's salary is at or above the maximum of a pay range, base pay will be increased only for across-the-board increases given to all employees. Otherwise, the salary shall remain unchanged until such time as the range maximum exceeds the individual's current base salary.

D. When unusual market conditions cause excessive turnover, salary grade midpoints substantially below the market average, and/or failure of current pay to attract or retain qualified faculty, the entire pay range of a position may be adjusted by the difference between the documented market average pay for the position and its current midpoint value.

II. Annual Salary Schedule Review

A. Revision of Salary Schedules

Salary ranges may be adjusted as identified by the College administration using the following factors, including, but not limited to:

1. Recruitment and retention;
2. Structural increases by peer institutions;
3. Inflation;
4. Financial resources of the College.

**B. Effective Date of Salary Schedule Revisions**

Approved range adjustments will be effective per Institutional budget funding and Tennessee Board of Regents policies or guidelines.

*October 1988; Revised: September 25, 1997 (title changes only); July 10, 2002 (to reflect changes resulting from the college's 1999 salary equity study; also resulted in Policy 05-16 being revised and a new policy, 05-05 being written); September 20, 2011 (title changes; revised process for salary offers exceeding mid-point of range, new policy format); February 3, 2015 (incorporate changes from TBR Policy 05:01:00 and Salary Plan of 2012); July 16, 2019 (updated titles); Revised August 2019; reviewed/accepted by Cabinet, approved/signed by the President June 2022.*