

**Please submit comments to Dr. Subrahmanyam Bulusu, Chair Faculty Welfare Committee by Wednesday, March 21, 2018, [sbulusu@geol.sc.edu](mailto:sbulusu@geol.sc.edu) with a subject line: Summer Salary Compensation**

**USC Summer Pay Policy – DRAFT (26 February, 2018)**

Summer courses at USC have taken on increasing importance as more non-traditional students seek degrees and as both traditional and non-traditional students strive to complete their degrees as quickly as possible to minimize debt. It is therefore important that faculty members with nine-month appointments be offered reasonable pay for teaching during the summer terms. Furthermore, since salaries at USC lag behind those at many other institutions, adequate summer pay is necessary to recruit and retain highly qualified and talented faculty members. Recruitment difficulties, combined with impending retirements due to the end of the TERI program, are leading to severe shortages of faculty willing and able to teach during the summer. Thus, incentives for existing faculty are needed. Finally, policies are needed to minimize last minute course cancellations due to low enrollment, which cause inconvenience to and wasted effort by faculty members.

Each department should develop a fair and consistent policy for summer pay according to the principles outlined below. The examples refer to faculty with nine-month contracts. Percentages may be adjusted accordingly for faculty with ten- or eleven-month contracts. Individual units may choose to exceed the minimum standards.

**1. Fair payment principles:** Summer pay should be based on the principle of full-time pay for full-time work. Thus, if the workload and amount of effort put forth by a faculty member during the summer is similar to the workload during the school year, the faculty member should be paid 33.85% of base salary for summer teaching. For example, if two three-credit courses are considered a full-time teaching load, appropriate pay would be approximately 8.5% of base pay per course, assuming that two courses are taught per summer session. These numbers may be adjusted for differences in the number of courses/credits that constitute a full teaching load in each unit.

Payment for a full-time teaching load may be less than 33.85% of base pay if departmental faculty have substantially reduced administrative or other non-teaching responsibilities than during the school year. When deciding whether full-time pay is justified, departments should consider the expectation that faculty perform research and the limited amount of time available for research during the school year. Faculty members who overload themselves with teaching during the summer in order to receive adequate compensation will be less likely to perform research, to the detriment of both the faculty member and the university.

**2. Minimum payments:** While reduced administrative duties may warrant some reduction in the pay rate, the minimum payment for teaching a full course load shall be no less than 30% of base pay. For faculty who teach part-time in the summer, pay should be based on the hours of required effort and should not be lower than the equivalent of their hourly pay rate during the school year. The dollar amount of payment for summer teaching may not be capped, as this is unfair to senior faculty. Additionally, students benefit from being instructed by experienced, highly successful faculty members and such faculty members should be encouraged to teach during the summer. Under no circumstances

should a faculty member receive less compensation for teaching than the rate that would be paid to an adjunct professor or instructor.

**3. Maximum payments:** The maximum amount that a faculty member may be paid during the summer is 40% of base salary, according to state law. This is only to be offered under extenuating circumstances where the workload is higher than that required during the school year. Faculty who have extramural funding to pay for two months of summer research may teach a three-week summer I course, but may not teach while being paid 100% effort for research. If such faculty are needed to teach during summer, course release may be offered during the school year so that the faculty member can devote 100% effort to research during that time.

**4. Prevention of course cancellations:** Given the lack of budget allotted to summer courses, the summer courses offered by each department must generate adequate revenue to cover salaries and overhead expenses. This economic reality often leads to course cancellations that are inconvenient to faculty members. Departments should use one or more strategies to minimize last minute course cancellations and wasted effort. New courses should not be offered during the summer term because considerable time and effort must be devoted to curriculum development prior to the start of classes, leading to considerable uncompensated effort if the class is cancelled. When deciding which courses to offer during the summer, departments should consider historical enrollment numbers and not offer courses that are unlikely to meet the required enrollment. In the event that particular courses are required for timely advancement of students, departments should consider offering high enrollment courses in order to offset deficits incurred by low enrollment courses. Courses may not be cancelled after the first week of instruction.

December 19, 2017

Provost Joan Gabel  
Office of the Provost  
University of South Carolina  
Columbia, SC 29208

Dear Provost Gabel,

Subject: Summer salary compensation - A recommendation is made to allow for compensation of up to 40% of faculty salary in all cases in which undergraduate/graduate courses are taught by faculty "fully grant funded or fully funded" for research activities. This would be a change in procedure only, because the existing policy on summer compensation for faculty (HR 1.81; I.B) allows such compensation.

On December 11<sup>th</sup>, 2017 the Faculty Welfare Committee met to review and make suggestions for how to best address the restrictions currently in existence which limit both faculty and non-tenure track faculty maximum salary levels. Based on the Provost's memo dated March 1, 2017, it appears that receipt of a 3-month grant-funded salary will prohibit any additional salary being paid by USC if the total of the grant reaches 33.85% of the faculty's salary. Under these circumstances no fully grant-funded faculty will be able to provide summer or additional teaching and receive compensation. Ideally, this would not be a problem if sufficient qualified instructors were available both during the summer and during the academic year to meet teaching needs, but this will not be the case for at least the next several years. Qualified faculty members exist who would be willing to assume an extra load, particularly if the quality and even existence of their Departments were at stake. They would, however, expect some reasonable level of compensation for this extra effort. The university must incentivize teaching from these faculty if we are to solve this problem and its consequences. The primary barriers to solving this problem are the cap and policies that prevent dual employment or supplements during the summer.

For many years now, faculty have been teaching additional courses both in the summer and during the academic year to meet departmental needs. The funding formula, coupled with the loss of TERI faculty, will create a major shortage of highly qualified instructors as early as July 1, 2018. This loss will be most evident at the upper division undergraduate and graduate level of instruction.

In addition, salary levels at USC are not fully comparable at all levels with other universities. This already makes it difficult for USC to recruit and retain talented faculty. Denying an opportunity to obtain additional compensation eliminates a potential way for faculty to adjust for pay discrepancies and encourage retention. State and federal agencies have made it clear that the expectation of summer supported research faculty does not exceed 37.5 hours per week. Thus, any teaching outside of this time is not an issue with state and federal law. Any hours beyond the 37.5 hour dedicated to research should be at the discretion

of the faculty member, yet current State and University regulations or procedures do not, as a matter of course, allow for this.

By allowing additional compensation for summer or academic year instruction, the University will expand its pool of highly trained instructors from which departments can draw to meet enhanced enrollment and loss of faculty rather than searching each year in the Columbia community for less experienced instructors. Many programs have already reached the point where there are no tenure track faculty teaching in the 100 and 200 level classes and with upcoming TERI losses (and limited resources to hire new faculty, particularly in the STEM areas), the problem will become one of which classes can be taught, not who can teach them. This problem become even more serious when we look at the pool of instructors required to adequately staff the Honors College. Currently we are highly ranked by many standards but upcoming losses and the lack of replacements will make it extremely difficult to continue to maintain this ranking.

The lack of graduate level courses makes it difficult to attract graduate students and for students to graduate on time. Furthermore, the mandatory 3 credit hours of tuition in the summer is viewed as unfair, since there are few courses in which these students can enroll. Graduate students need courses taught by successful researchers who are fully funded if we want to achieve the excellence in both research and instruction that the President set as a goal in this year's state of the university address. For that purpose, even a 40% cap in salary is not enough to allow top research faculty to be more than partially compensated for assumption of additional teaching responsibilities. The already small number of summer graduate courses available will be further diminished as TERI retirements force units to ask senior faculty to teach undergraduate courses. A direct consequence is that graduate programs are less able to attract students due, in part, to a lack of graduate courses that meet their academic and career needs. The competition for well-qualified students, particularly graduate students, exists on a national level. Students look carefully at all factors including number of faculty and range of course offerings in making their decisions. National ranking of universities includes both the number and status of graduate programs. Fewer courses (both undergraduate and graduate) will also have a negative impact on "On Your Time Graduation." While the number of temporary faculty ("T-Fac") can continue to be increased, there is a very limited pool of SACS-level qualified instructors for upper division and graduate instruction. Thus, the lack of graduate courses is both reducing tuition income due to inability to recruit students and diminishing USC's national ranking.

Addressing the compensation issue will also bring financial benefits to the university. Utilizing existing faculty members is more cost effective than hiring temporary faculty and increasing the course offerings will increase enrollment. Recruiting new faculty to replace those who seek better pay and opportunities elsewhere is extremely expensive. The inability to recruit graduate students reduces research productivity, thus reducing the likelihood that faculty will be able to compete for grant funding. These lost opportunities will only increase over time.

The Faculty Welfare Committee proposes one immediate remedy and one long term effort to address these issues. The first is to shift the upper limit of compensation for faculty who teach extra academic year and summer courses from the de facto limit of 33.85% to the policy prescribed limit of 40% of base salary. The mechanism could be similar to that used for

administrative “supplements” for faculty with administrative duties. Although this would only result in a 6.15% pay increase and would not fully compensate the extra work load, it would be a step in the right direction. Second, we recommend the Administration internally consider alternative mechanisms for compensating teaching activities that address critical needs. With this should come the onset of a dialog with the Legislature about how modifications or exceptions might be made in current state law to meet these challenges.

Sincerely,

/sig/

Subrahmanyam (Subra) Bulusu

Chair, Faculty Senate Faculty Welfare Committee

**SUMMER SALARY POLICIES**

**Survey done by the FAC in Spring 2015**

**Medical Schools (Greenville and Columbia)**

**12 month salaried positions**

**Library**

**12 month salaried positions**

**College of Hospitality, Retail and Sport Management**

**based on course #/enrollment**

201 level courses

Enrollment 10-125=7.5% of 9 month salary

126-150 an additional 3.5%

151-200 an additional 4.0%

201-or more an additional 2.5%

These % are additive so someone teaching a course with over 200 students would get 17.5%

500 level courses and above

5-50 = 7.5%

51-75= 3.5%

76-100=4.0%

101 or more = 2.5%

**Education**

Full time faculty = 7.5% of each individual's 9 month salary capped at 7,500 per course regardless of 9 month base. Can get 15% for teach 2 courses (considered a full load)

Temporary faculty: course by course basis contingent on minimum enrollment

7.5% for 8 or more doctoral students

5.63% for 6-7

3.75% for 4-5

0% 3 or less

7.5% for 10 or more masters level and undergraduate

5.63% for 7-9

3.75% for 4-6

0% for 3 or less

## **Music**

7.5% for one course and 15% for 2 courses (must be 3 credit courses). 1-2 credit courses taught by TAs

## **College of Social Work**

Each 3 credit course = 7.5% of 9 month base salary

## **College of Arts and Sciences**

Capped at 7,500 per course regardless of base salary

7.5% of each individual's base salary. Classes with labs = 10% of base salary.

Faculty with 9 month appointments can teach a maximum of 4 courses during the summer

Faculty with 11 month appointments can teach a maximum of 2 courses

Compensation for all summer courses cannot exceed 30% of 9 month base for 9 month appointees

Compensation for 11 month appointments for each course is calculated at 6.2% of base and cannot exceed 11.7% of base salary

Minimum class size: 500 or above = 5 students (for 100% compensation)

300-400 = 8 students

100-200 = 10 students

Temporary faculty are compensated on a course by course basis using a standard TFAC rate?  
Enrollment must meet minimum standards

## **Arnold School of Public Health**

7.5% of 9 month base salary for full time faculty. Two courses would equal 15%. There were no other policies sent to me by Cheryl Addy (Senior Associate Dean)

## **College of Information and Communications**

7.5% of 9 month salary for full time faculty per course (with minor idiosyncrasies)

## **Pharmacy**

Follows University Policy for 9 month faculty  
Twelve month faculty are not eligible

### **Darla Moore School of Business**

Full time faculty are paid a minimum of 7.5% of their nine-month base for each course with at least 10 students. Minimum salary is 5,000.

For classes between 31 and 50 students =10% of 9 month base. Minimum of 7,500

For classes between 51 and 80 students =12.5% of 9 month base. Minimum of 10,000

For classes between 81 and 120 students = 15% of 9 month base. Minimum of 12,000

For classes between 121 and 200 students = 20% of 9 month base. Minimum of 16,000

For classes between 201 and 300 students= 25% of 9 month base. Minimum of 20,000

For classes greater than 300 = 33% of 9 month base. They state that University rule limits summer compensation to 33% of nine month base.

For PMBA and MBA courses taught by DMSB full time faculty receive 15% of the nine month base for minimum of 15,000

Teaching pay may be higher if course is taught in partnership with other Universities or organizations

Faculty may teach more than one course to a limit of 33% of academic year base. These pay structures apply to 3 credit courses.

### **Honors College**

They do not have faculty of their own therefore they do not have a policy- (seems strange to me- then who pays their summer faculty?)