



UNIVERSITY OF GUAM
UNIBETSEDÅT GUAHAN
BOARD OF REGENTS

RESOLUTION NO. 17-20

**RELATIVE TO APPROVING AN INTERIM STIPEND SCALE FOR
INSTRUCTIONAL OVERLOAD COMPENSATION
FOR FULL-TIME FACULTY**

WHEREAS, the University of Guam (UOG) is the primary U.S. Land Grant institution accredited by the Western Association of Schools and Colleges Senior College and University Commission (WSCUC) serving the post-secondary needs of the people of Guam and the region; and

WHEREAS, the governance and well-being of UOG is vested in the Board of Regents (BOR) which is responsible for approving budgets and plans, which together are primary controls to ensure effectiveness and financial well-being; and

WHEREAS, pursuant to 17 Guam Code Annotated §16112, the BOR is authorized to adopt rules and regulations governing the compensation of academic personnel; and

WHEREAS, the Salary Committee, as specified in Article VII, B. of the current BOR and UOG Faculty Union, Local 6282 of the American Federation of Teachers (Union) negotiated agreement (Board-Union Contract), is responsible for making faculty salary recommendations for both regular and overload compensation to the administration;

WHEREAS, it is UOG's practice that overload pay for adjunct faculty mirrors that of full-time professors; and

WHEREAS, the existing stipend scale has remained flat for more than 20 years and has made it difficult to recruit adjunct faculty and to motivate existing full-time faculty to take on overload classwork; and

WHEREAS, the Salary Committee has recommended a new pay scale for faculty performing instructional overload work; and

WHEREAS, the proposed scale is comprehensive, complex, has many implications and is undergoing thorough review and close scrutiny at the executive level before being recommended to the BOR for action; and

WHEREAS, the President proposes that an interim revision to the instructional overload/adjunct faculty stipend scale be adopted in order to assist the Deans in identifying and recruiting qualified professors in order to maintain academic excellence; and

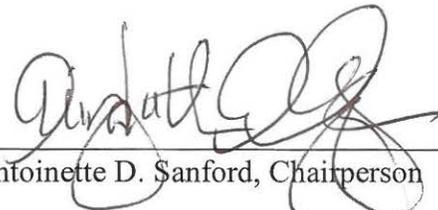
WHEREAS, the estimated cost of implementing the proposed interim revision is approximately \$500,000 per year; and

WHEREAS, while UOG continues to experience challenges with cash flow, the adoption of the interim revision is essential to the maintenance of the quality of education at UOG; and

WHEREAS, the President, together with the Academic, Personnel and Tenure (AP&T) committee and the Budget, Finance, Investments and Audit (BFIA) committee, recommend that the BOR approve the attached interim stipend scale for instructional overloads and adjunct faculty pay.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Regents hereby approves the revised Faculty Salary Schedule to include instructional overload compensation for full-time faculty.

Adopted this 21st day of September, 2017.

for: 
Anfoinette D. Sanford, Chairperson

ATTESTED:


Dr. Robert A. Underwood, Executive Secretary

MEMORANDUM

TO: FULL-TIME FACULTY AND ADJUNCT PROFESSORS
FROM: PRESIDENT
DATE: AUGUST 3, 2017
RE: OVERLOAD AND ADJUNCT PAY CHANGE

The stipend for overload and adjunct pay was established more than 20 years ago and has been unchanged since that time. It is clear the stipend level is due for a modification. The ability to attract and retain adjunct professors as well as to attract overload instruction has been impacted by the declining real value of the stipend over time.

I recently received a proposed model for adjusting the stipend from the Faculty Salary Committee. The model is very complex and has significant ramifications for the University. It will require some time for the University community and executive team to analyze and assess these implications. While this model is under review, I have decided to take an interim action to help address the situation. Until a final model is adopted the stipends for adjunct and overload three credit courses will be adjusted as follows:

<u>Degree Attained</u>	<u>Stipend</u>
Bachelor's Degree	\$2,500
Master's Degree	\$3,250
Terminal Degree	\$4,000

These amounts are based on three credit hours per class. The attached sheet depicts how the change would be implemented for other than a three credit class.

INTERIM BRIDGE OVERLOAD AND ADJUNCT PAY

	<u>Undergrad</u> \$210 CH	<u>Min. # of</u> <u>Enrollees</u>	<u>Graduate</u> \$285 CH	<u>Min. # of</u> <u>Enrollees</u>
<u>Terminal/Doctoral Degree</u>				
1 Credit	\$1,333.33	10	\$1,333.33	8
2 Credits	\$2,666.67	10	\$2,666.67	8
3 Credits	\$4,000.00	10	\$4,000.00	8
4 Credits	\$5,333.33	10	\$5,333.33	8
<u>Master's Degree</u>				
1 Credit	\$1,083.33	8	\$1,083.33	6
2 Credits	\$2,166.67	8	\$2,166.67	6
3 Credits	\$3,250.00	8	\$3,250.00	6
4 Credits	\$4,333.33	8	\$4,333.33	6
<u>Bachelor's Degree</u>				
1 Credit	\$833.33	6	N/A	
2 Credits	\$1,666.67	6	N/A	
3 Credits	\$2,500.00	6	N/A	
4 Credits	\$3,333.33	6	N/A	

(Effective 2017 Fanuchanan (Fall/Rainy) Semester)

May 19, 2017

MEMORANDUM

TO: Dr. Robert A. Underwood, President
FROM: BOR-Faculty Union Ad Hoc Faculty Salary Committee
RE: Faculty Salary Report and Recommendations

The purpose of this communication is to report findings of the University of Guam faculty overload compensation study conducted by members of the Ad Hoc Faculty Salary Committee during AY2016-2017. Committee members: for the administration — VPAF Randy Wiegand and CHRO Larry Gamboa; for the faculty — Dr. Bob Barber and Dr. Roseann Jones. The committee recognizes the assistance of the HRO Team and Ms. Frances Villaverde in the compilation of the data used for this study.

Overview

The committee notes that University of Guam faculty overload compensation: 1) has been in force since 1994, 2) is a two-tiered scale based on degree status (\$3000 terminal/\$2500 non-terminal), 3) is not integrated with the UOG faculty salary scale, and 4) is inadequate stimulus for increasing full-time faculty credit hour production. The committee assessed the financial impact of an instructional overload compensation model linked to the current UOG faculty salary scale. Data for Spring (old tuition rates) and Fall (new tuition rates) 2016 were used to analyze the full-time faculty overload course revenues and costs under conditions of the current model and the proposed compensation model to determine potential impact on net revenues.

Recommendations

The committee recommends that the UOG faculty salary scale be used as a basis for instructional overload compensation beginning in Fall 2017. If approved, overload compensation will: 1) be based on the full-time faculty member's rank and step; 2) remain current with future salary scale adjustments; and 3) equate the value a .25 FTE instructional overload (for 3 contact hour course) to the faculty member's compensation. The committee further finds the increase in instructional overload cost reasonable (without significant revenue impact) and justifiable given tuition increases since 1994 when current overload compensation rates were revised from the prior policy of 10 percent of faculty salary. The committee recognizes the importance of the Comprehensive Faculty Evaluation System (CFES) in planning an annual work plan and defining instructional overload as exceeding what has been established by Board of Regents-Faculty Union Agreement 2013, page 35. In addition to regular Fall and Spring semesters, the committee also recommends the use of this compensation model for full-time faculty instruction during Winter Intersession and Summer sessions. The committee does not view instructional overload as overtime and has not calculated the compensation rate as such, typically time-and-a-half. The committee notes consideration of overload compensation as part of a faculty member's annual base salary and recommends further study.

Summary of Findings

During Fall 2016, revenue from full-time faculty teaching overload courses generated a net (total full-time faculty overload tuition minus full-time faculty overload payments) of \$1,132,566 for the University (Table 1); demonstrating that overload courses have the potential to generate additional revenues for the University. Using the recommended faculty salary scale based compensation model, full-time faculty overload payments would have increased University instructional overload costs by \$204,000 in Fall 2016, with net revenues at \$928,871 (Table 1). However, with a credit hour production increase above 20 percent, the

University would balance net revenues and at 25 percent would show a gain in revenues as applied to the Fall 2016 full-time faculty instructional overload data. In Spring of 2016, when tuition rates were lower, the gross tuition from full time faculty overload teaching was \$1,373,585, full-time faculty overload compensation was \$284,774, and the University's net revenue was \$1,088,811 from this source. Ninety-two (92) full-time faculty taught overloads and of these only 27% taught more than one. In 2016, full time faculty instructional overloads contributed a net return equal to approximately 8% of the appropriated funds from Government of Guam. There is potential revenue growth if this proposed model is adopted.

Data Presentation

The recommended faculty overload compensation model has three parameters: 1) the current UOG 9-month faculty salary scale; 2) CFES primary instructional allocation at 65 percent of the faculty's total workload; and 3) the current 9 month full-time instructional base FTE allocation of 24 contact hours (annual) as specified by BOR-Faculty Union Agreement. The overload formula derived from this model equates to 2.708 % of the annual 9-month base salary per contact hour or 8.125 percent for a 3 credit/contact hour course.

Overload data from Spring and Fall 2016 were used for cost impact analysis. Findings from Fall 2016 presented in Table 1 show a reduction in net revenues of \$203,695 under the proposed overload compensation model. This assumes no other impact of the new compensation model, such as credit hour productivity. Impact estimates under a projected enrollment growth model using the recommended compensation model on Fall 2016 overload data are provided in Table 2. This analysis of the Fall 2016 full time faculty data shows net revenue gains with a 25 percent increase in credit hour production. Therefore, if full-time credit hour production increases by 25%, the increased faculty pay/compensation will be offset by the increased generation of tuition revenues.

The recommended overload model remains revenue positive for each course offered by paying the full-time faculty the lesser of: 65 % of tuition revenue, or the recommended faculty overload compensation.

TABLE 1: Revenue/Cost Summaries Under Current and Proposed Overload Compensation Models

	Fall 2016 Actual			Proposed	
	Tuition	Cur. OL Exp	Cur. Net Rev	New OL Exp	New Net Rev
CLASS	\$335,817	\$83,284	\$252,533	\$125,622	\$210,195
CNAS	\$518,982	\$78,867	\$440,116	\$138,519	\$380,463
SBPA	\$415,953	\$73,500	\$342,453	\$145,787	\$270,166
SNHS	\$52,920	\$11,500	\$41,420	\$21,102	\$31,818
SOE	\$85,545	\$29,500	\$56,045	\$49,316	\$36,229
	\$1,409,217	\$276,651	\$1,132,566	\$480,346	\$928,871

TABLE 2: Impact on Net Revenue with Projected Credit Hour Increase Estimates, Fall 2016

	10%	20%	25%	30%	40%
CLASS	\$231,215	\$252,234	\$262,744	\$273,254	\$294,273
CNAS	\$418,509	\$456,555	\$475,578	\$494,602	\$532,648
SBPA	\$297,182	\$324,199	\$337,707	\$351,215	\$378,232
SNHS	\$35,000	\$38,182	\$39,773	\$41,364	\$44,546
SOE	\$39,852	\$43,474	\$45,286	\$47,097	\$50,720
			\$1,161,088		
Net Revenue	\$1,021,758	\$1,114,645		\$1,207,532	\$1,300,419
Change	\$(110,808)	\$(17,921)	\$28,522	\$74,966	\$167,853

Overload data from Spring 2016 were similarly assessed for cost impact. Findings presented in Table 3 show a reduction in net revenues of only \$237,014 under the proposed overload compensation model. Impact estimates under a projected enrollment growth model using the proposed compensation model on Spring 2016 overload data are provided in Table 4. This analysis of the Spring 2016 full time faculty data shows net revenue gains with a 28 percent increase in credit hour production.

TABLE 3: Revenue/Cost Summaries Under Current and Proposed Overload Compensation Models

	Spring 2016 Actual			Proposed	
	Tuition	Cur. OL Exp	Cur. Net Rev	New OL Exp	New Net Rev
CLASS	\$409,184	\$96,044	\$313,140	\$146,251	\$262,933
CNAS	\$289,224	\$61,000	\$228,224	\$130,256	\$158,968
SBPA	\$465,132	\$76,000	\$389,132	\$148,056	\$317,076
SNHS	\$105,720	\$19,500	\$86,220	\$37,230	\$68,490
SOE	<u>\$104,325</u>	<u>\$32,230</u>	<u>\$72,095</u>	<u>\$59,995</u>	<u>\$44,330</u>
	\$1,373,585	\$ 284,774	\$1,088,811	\$521,788	\$851,797

TABLE 4: Impact on Net Revenue with Projected Credit Hour Increase Estimates, Spring 2016

	10%	20%	25%	30%	40%
CLASS	\$289,227	\$315,520	\$328,667	\$341,814	\$368,107
CNAS	\$174,865	\$190,762	\$198,710	\$206,658	\$222,555
SBPA	\$348,784	\$380,492	\$396,345	\$412,199	\$443,907
SNHS	\$75,339	\$82,188	\$85,612	\$89,037	\$95,886
SOE	<u>\$48,763</u>	<u>\$53,196</u>	<u>\$55,412</u>	<u>\$57,629</u>	<u>\$62,062</u>
	\$936,977	\$1,022,157	\$1,064,747	\$1,107,336	\$1,192,516

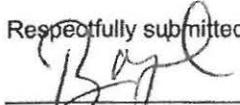
Discussion

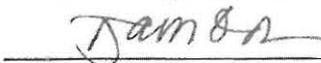
The committee offers the following summary of its findings: 1) higher overload compensation may result in more courses offered with higher enrollments; 2) incentivized instructional productivity may draw time away from faculty research and service pursuits; 3) the model has been developed to address instructional overloads only and would not compensate for research and service endeavors*; 4) overload compensation would remain covered by tuition with prorating occurring below 65 percent gross tuition revenue for the course; and 5) application of the overload compensation model has been evaluated with regard to lab courses, thesis, internships, and enrollment variation and appears to hold in these special cases.

Action

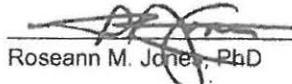
The committee submits this report for review and approval with the goal of implementation in Fall 2017.

Respectfully submitted,


Randal V. Wiegand, VPAF


Larry Gamboa, CHRO


L. Bob Barber, PhD


Roseann M. Jones, PhD

Cc: UOG Faculty Union Executive Committee

* Research compensation is determined by federal guidelines and other contractual assignments; service compensation is defined in BOR-UOG Faculty Union Agreement for Division Chairs, Senate President, and Union President. Other administrative services are established by service contract, i.e. assistance with preparing accreditation reports and policies.

Attachment A: Proposed Instructional Overload Compensation Schedule

Position Title	Step	Nine-Month Salary	Instructional Overload Pay Rate \$/3 (credit/contact hour)	Instructional Overload Pay Rate \$/1 (credit/contact hour)
I Assistant Instructor / Extension Agent I	1	\$30,617.00	\$2,479.98	\$826.66
	2	\$31,549.00	\$2,555.47	\$851.82
	3	\$32,527.00	\$2,634.69	\$878.23
	4	\$33,553.00	\$2,717.79	\$905.93
	5	\$34,630.00	\$2,805.03	\$935.01
	6	\$35,762.00	\$2,896.72	\$965.57
	7	\$36,952.00	\$2,993.11	\$997.70
	8	\$38,198.00	\$3,094.04	\$1,031.35
	9	\$39,509.00	\$3,200.23	\$1,066.74
II Instructor / Extension Agent II	1	\$34,169.00	\$2,767.69	\$922.56
	2	\$35,264.00	\$2,856.38	\$952.13
	3	\$36,418.00	\$2,949.86	\$983.29
	4	\$37,629.00	\$3,047.95	\$1,015.98
	5	\$38,899.00	\$3,150.82	\$1,050.27
	6	\$40,234.00	\$3,258.95	\$1,086.32
	7	\$41,633.00	\$3,372.27	\$1,124.09
	8	\$43,105.00	\$3,491.51	\$1,163.84
	9	\$44,648.00	\$3,616.49	\$1,205.50
	10	\$46,272.00	\$3,748.03	\$1,249.34
	11	\$47,976.00	\$3,886.06	\$1,295.35
	12	\$49,764.00	\$4,030.88	\$1,343.63
	13	\$51,645.00	\$4,183.25	\$1,394.42
14	\$53,623.00	\$4,343.46	\$1,447.82	
15	\$55,703.00	\$4,511.94	\$1,503.98	
16	\$57,892.00	\$4,689.25	\$1,563.08	
17	\$60,195.00	\$4,875.80	\$1,625.27	
18	\$62,622.00	\$5,072.38	\$1,690.79	
19	\$65,177.00	\$5,279.34	\$1,759.78	
20	\$67,869.00	\$5,497.39	\$1,832.46	

Position Title	Step	Nine-Month Salary	Instructional Overload Pay Rate \$/3 (credit/contact hour)	Instructional Overload Pay Rate \$/1 (credit/contact hour)
III Assistant Professor / Extension Agent III	1	\$39,473.00	\$3,197.31	\$1,065.77
	2	\$40,805.00	\$3,305.21	\$1,101.74
	3	\$42,205.00	\$3,418.61	\$1,139.54
	4	\$43,673.00	\$3,537.51	\$1,179.17
	5	\$45,218.00	\$3,662.66	\$1,220.89
	6	\$46,837.00	\$3,793.80	\$1,264.60
	7	\$48,539.00	\$3,931.66	\$1,310.55
	8	\$50,326.00	\$4,076.41	\$1,358.80
	9	\$52,203.00	\$4,228.44	\$1,409.48
	10	\$54,169.00	\$4,387.69	\$1,462.56
	11	\$56,237.00	\$4,555.20	\$1,518.40
	12	\$58,409.00	\$4,731.13	\$1,577.04
	13	\$60,689.00	\$4,915.81	\$1,638.60
	14	\$63,084.00	\$5,109.80	\$1,703.27
	15	\$65,596.00	\$5,313.28	\$1,771.09
	16	\$68,237.00	\$5,527.20	\$1,842.40
	17	\$71,006.00	\$5,751.49	\$1,917.16
	18	\$73,917.00	\$5,987.28	\$1,995.76
	19	\$76,974.00	\$6,234.89	\$2,078.30
	20	\$80,183.00	\$6,494.82	\$2,164.94
IV Associate Professor / Extension Agent IV	1	\$43,703.00	\$3,539.94	\$1,179.98
	2	\$45,269.00	\$3,666.79	\$1,222.26
	3	\$46,913.00	\$3,799.95	\$1,266.65
	4	\$48,641.00	\$3,939.92	\$1,313.31
	5	\$50,454.00	\$4,086.77	\$1,362.26
	6	\$52,356.00	\$4,240.84	\$1,413.61
	7	\$54,354.00	\$4,402.67	\$1,467.56
	8	\$56,453.00	\$4,572.69	\$1,524.23
	9	\$58,656.00	\$4,751.14	\$1,583.71
	10	\$60,969.00	\$4,938.49	\$1,646.16
	11	\$63,398.00	\$5,135.24	\$1,711.75
	12	\$65,950.00	\$5,341.95	\$1,780.65
	13	\$68,628.00	\$5,558.87	\$1,852.96
	14	\$71,440.00	\$5,786.64	\$1,928.88
	15	\$74,395.00	\$6,026.00	\$2,008.67
	16	\$77,498.00	\$6,277.34	\$2,092.45
	17	\$80,751.00	\$6,540.83	\$2,180.28
	18	\$83,173.00	\$6,737.01	\$2,245.67
	19	\$85,669.00	\$6,939.19	\$2,313.06
	20	\$88,238.00	\$7,147.28	\$2,382.43

Position Title	Step	Nine-Month Salary	Instructional Overload Pay Rate \$/3 (credit/contact hour)	Instructional Overload Pay Rate \$/1 (credit/contact hour)
V Professor / Extension Specialist	1	\$53,399.00	\$4,325.32	\$1,441.77
	2	\$55,456.00	\$4,491.94	\$1,497.31
	3	\$57,578.00	\$4,663.82	\$1,554.61
	4	\$59,826.00	\$4,845.91	\$1,615.30
	5	\$62,186.00	\$5,037.07	\$1,679.02
	6	\$64,664.00	\$5,237.78	\$1,745.93
	7	\$67,267.00	\$5,448.63	\$1,816.21
	8	\$69,995.00	\$5,669.60	\$1,889.87
	9	\$72,865.00	\$5,902.07	\$1,967.36
	10	\$75,879.00	\$6,146.20	\$2,048.73
	11	\$79,042.00	\$6,402.40	\$2,134.13
	12	\$82,361.00	\$6,671.24	\$2,223.75
	13	\$84,830.00	\$6,871.23	\$2,290.41
	14	\$87,377.00	\$7,077.54	\$2,359.18
	15	\$89,999.00	\$7,289.92	\$2,429.97
	16	\$92,699.00	\$7,508.62	\$2,502.87
	17	\$95,480.00	\$7,733.88	\$2,577.96
	18	\$98,343.00	\$7,965.78	\$2,655.26
	19	\$101,294.00	\$8,204.81	\$2,734.94
	20	\$104,333.00	\$8,450.97	\$2,816.99