



NORTHWEST FLORIDA
STATE COLLEGE

Salary Schedule

2022-2023



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INTRODUCTION

The Northwest Florida State College Salary Schedule is established under Florida Statutes § 1001.64(18), as amended, and approved by The District Board of Trustees of Northwest Florida State College (“Board” or “Board of Trustees”). The President recommends the Salary Schedule to the Board of Trustees before the beginning of each new fiscal year with the annual budget proposal. Once approved, the Salary Schedule becomes the approved instrument to determine employee compensation.

Objectives

The Salary Schedule is designed to ensure that the College complies with state and federal compensation regulations, ensures fair treatment of employees, enhances its ability to attract and retain quality faculty and staff, and has a reference for compensation decisions.

Notice of Equal Access/Equal Opportunity and Nondiscrimination

Northwest Florida State College is dedicated to the concepts of equity and equal opportunity. It is the specific intention of the College not to discriminate on the basis of race, color, ethnicity, genetic information, national origin, religion, sex, gender, gender identity, sexual orientation, marital status, disability, or age in programs or activities, in its employment practices or in the admission and treatment of students in its programs or activities.

If you have questions regarding compliance with the College’s nondiscrimination policy or a complaint regarding harassment or discrimination, please contact the College’s Equity Coordinator:

Roberta Mackey
Executive Director of Human Resources, Equity Coordinator
100 College Blvd. East, Niceville, FL 32578
Building 310
Phone: (850) 729-5337
Email: mackeyr@nwfsc.edu

Title IX of the Education Amendments of 1972 (20 U.S.C. §§ 1681, et seq.) and its implementing regulations ([34 C.F.R. part 106](#)) prohibit and are designed to eliminate discrimination on the basis of sex in education programs or activities that receive federal financial assistance. The requirement not to discriminate in education programs or activities extends to admission and employment. Discrimination on the basis of sex includes, but is not limited to, sex-based harassment that is sufficiently serious to deny or limit an individual’s ability to participate in or benefit from the program at issue. Examples of sex-based harassment include sexual harassment, sexual violence, and gender-based harassment. The College complies with all aspects of Title IX and other federal and state laws regarding non-discrimination.

If you have questions regarding compliance with Title IX or if you have a complaint regarding sexual harassment or sexual violence, please contact the College’s Title IX Coordinator:

Jessica Holley-Guiles
HR Specialist, Title IX Coordinator
100 College Blvd. East, Niceville, FL 32578
Building 310
Phone: (850) 729-5365
Email: holleyj4@nwfsc.edu

For the College's Title IX Procedure go to <https://www.nwfsc.edu/about/compliance/>, or to access digitally [click here](#).

Diversity and Inclusion Statement

The College is fully committed to diversity among its faculty, staff, and students. We are responsible for inclusion in all forms. Our ability to thrive in a multicultural world depends on our respecting differences and dismantling barriers. Our institution embraces this challenge by creating educational opportunities, raising awareness, and implementing programs and initiatives that bring the celebration of diversity to life on our campuses, at our centers, and in the community.

EMPLOYEE CLASSIFICATIONS

Career Service: The primary duties of these positions include performance of support functions essential to the effective operation of the College. Some Career Service personnel may supervise other employees or students. These positions are non-exempt under the Fair Labor Standards Act (“FLSA”) and are subject to overtime and compensatory time. These personnel are not eligible to teach in an adjunct faculty capacity.

Professional: The primary duties of these positions include directing, supervising, and performing work of a highly technical nature to ensure College resources are being used properly. Except for the first professional classification (“Professional I”), these positions are exempt under the FLSA. Assistant coaches are included within the Professional schedule as FLSA exempt positions.

Administrative: The primary duties of these positions include directing, scheduling, managing, and supervising College employees and departmental resources. These positions are exempt under the FLSA.

Executive: The primary duties of these positions include executive decision-making, planning, directing, developing, organizing, and using College resources in a manner that is prudent to the operation of the College. These positions are exempt under the FLSA.

Part-Time Employees: Part-time employees are hired as needed by the departments. Each semester or fiscal year the department head is responsible for submitting a new Personnel Action Form (“PAF”) through the chain of approvals to continue the employment of a part-time employee.

Instructional: These positions are designated for faculty. The primary duties involve direct instruction, student support activities, professional development, and service to the College. Instructional personnel are exempt from the provisions of the FLSA. In alignment with Board Policy TL 14.00 Academic Ranks (or Faculty Ranks) exist to define a faculty member’s employment status at the College. Academic rank specifications represent faculty member’s progression through major landmarks in their career.

The College recognizes and awards the following ranks:

- Adjunct Instructor: A faculty member appointed to a part-time, non-continuing contract track teaching position.
- Visiting Instructor: A faculty member appointed to an annual temporary, non-continuing contract track appointment.
- Instructor: A faculty member appointed to an annual, non-continuing contract-track appointment.
- Assistant Professor: A faculty member appointed to a full-time, continuing contract-track eligible teaching position.
- Associate Professor: A faculty member who has been awarded continuing contract.
- Professor: A faculty member who has been awarded a continuing contract and who has successfully completed two post-award reviews. Faculty may not hold the rank of Professor with fewer than seven years of full-time teaching experience.

Instructional – Adjunct Faculty: These positions teach classes but are temporary and part-time and are on an as-needed basis each semester. All adjunct faculty must have appropriate academic credentials or technical certifications. Instructional personnel are exempt from the provisions of the FLSA.

Grant-funded Positions: Grant-funded positions are contingent upon grant funding and Board of Trustees approval. These positions are defined as outlined in the grant or at the recommendation of the grant project director and the approval of the President. Compensation of grant personnel is based on grant funding, education, experience, and the applicable pay grade within the comparable Salary Schedule. Most grant positions require a probationary/evaluation period. Individuals employed through a grant have no expectation of employment beyond the expiration of the grant. The President will approve all requests for salary adjustments for grant-funded personnel. Workdays or hours will satisfy the grant requirements or community being served.

SALARY SCHEDULES

Personnel will be compensated in accordance with the applicable Salary Schedule and paid in accordance with their employment letter or contract, as applicable, and the payroll calendar. The Office of Human Resources recommends salaries to the President based on educational background, experience, and position requirements. The following Salary Schedules provide the appropriate rates and ranges for each employment classification. The titles listed under each non-instructional Salary Schedule are not inclusive of all possible job titles assignable to that classification and pay grade.

Non-Instructional Personnel Salary Schedules

This section sets out the Non-Instructional Salary Schedules. The Classifications and Jobs Titles column reflects classification of positions (i.e., Professional I, Administrative II, or Executive) and job titles of positions at the College that are currently assigned to that pay grade, which is subject to change. The Recommended Education and Experience column states recommended education credentials and work experience for that pay grade, which is useful in recruiting (posting and advertising vacancies), hiring, and promoting, provided, however, that comparable, relevant experience (demonstrated success), education, and licensure may be considered in lieu of the stated recommended education and experience, particularly for hard-to-fill positions.

The work obligation for full-time employees is 37½ hours per week (normally 7½ hours per day, Monday through Friday), exclusive of up to one (1) hour per day for lunch. Leave accrues in accordance with Board Policy.

Career Service– Non-Exempt

All positions on the Career Service Schedule are at-will and are subject to successful completion of a probationary period. The Evaluation/Probation period is intended to give new employees and promoted employees the opportunity to demonstrate the ability to achieve a satisfactory level of performance and to determine if the position is a good fit for both them and the College department. The supervisor of the Career Service probationary employee shall submit a 3-month and 6-month performance evaluation. The probationary period may be extended up to three times to enable the College and the employee to mutually assess the demands of the job.

Pay Grade	Classifications and Job Titles	Minimum	Midpoint	Maximum	Recommended Education and Experience
1	Groundskeeper Mail Clerk Receiving Clerk Grant Support Staff Office Specialist I Facilities I Library Specialist	\$ 25,752	\$ 34,243	\$ 42,733	High school diploma or GED, Associate’s degree, or trade certification plus 1-4 years relevant work experience

2	Office Specialist II Facilities II IT Specialist I	\$ 28,837	\$ 41,268	\$ 53,697	Associate's degree plus 2-4 years relevant work experience or Bachelor's degree plus 1-year relevant work experience. Trade certification in relevant work area also acceptable
3	IT Specialist II	\$ 31,106	\$ 43,433	\$ 55,761	Associate's degree with applicable IT certifications

Career Service Continued – Non-Exempt: Campus Safety and Security

Pay Grade	Classifications and Job Titles	Minimum	Midpoint	Maximum	Recommended Education and Experience
4	Campus Police Officer I	\$ 28,683	\$ 36,714	\$ 46,994	High School diploma or GED with valid certification from accredited Police/Criminal Justice program plus 1-4 years relevant experience
5	Campus Police Officer II	\$ 31,552	\$ 40,385	\$ 51,693	Associate's degree with valid certification from accredited Police/Criminal Justice program with 4-6 years relevant experience

Professional – Non-Exempt

All positions on the Professional – Non-Exempt Schedule are at-will and are subject to successful completion of a probationary period. The Evaluation/Probation period is intended to give new employees and promoted employees the opportunity to demonstrate the ability to achieve a satisfactory level of performance and to determine if the position is a good fit for both them and the College department. The supervisor of these Professional I probationary employees shall submit a 3-month and 6-month performance evaluation. The probationary period may be extended up to three times to enable the College and the employee to mutually assess the demands of the job.

Pay Grade	Classifications and Job Titles	Minimum	Midpoint	Maximum	Recommended Education and Experience
6	Professional I Assistant Controller Accountant Center Coordinator S. Affordability Advocate Learning and Retention Navigator Cashier Supervisor Supervisor of Plant Ops. HR Specialist I Videographer Coordinator	\$ 31,290	\$ 45,371	\$ 59,452	Bachelor’s degree plus 2-4 years relevant work experience. Trade certifications or licensure may be substituted as needed.

Professional, Administrative, and Executive – Exempt

Pay Grade	Classifications and Job Titles	Minimum	Midpoint	Maximum	Recommended Education and Experience
7	Assistant Coach	\$ 23,254	\$ 31,290	\$ 41,721	Associate's degree or Bachelor's degree plus 2-4 years relevant work experience
8	Professional II Student Success Navigator HR Specialist II Database Admin. Purchasing Director Strat. Comms. Coordinator Campus Police Corporal	\$ 41,721	\$ 54,759	\$ 67,797	Bachelor's degree plus 4-6 years relevant work experience. Trade certifications and/or licensure may be substituted on as needed.
9	Professional III Foundation Ops. Manager Degree Works Project Manager Retention and Completion Manager Librarian Campus Police Supervisor	\$ 46,936	\$ 63,103	\$ 82,294	Bachelor's degree plus 5-7 years relevant work experience. Trade certifications and/or licensure may be substituted as needed.
10	Administrative I Director Head Coach Senior System Admin. President's Exec. Asst. Tech Support Manager Controller	\$ 51,377	\$ 66,167	\$ 82,619	Bachelor's degree plus at least 7 years relevant work experience. Master's degree preferred. Academic Programs Directors: Master's degree Trade certifications and/or licensure may be substituted as needed
11	Administrative II Executive Director Institutional Data Analyst Principal	\$ 57,086	\$ 75,249	\$ 96,839	Master's degree plus 3-5 years relevant work experience

12	Administrative III Dean Chief Comms. Officer	\$ 72,655	\$ 93,414	\$ 103,793	Master's degree plus 5-10 years relevant work experience
13	Executive Vice Presidents: Senior, Associate, Academic Affairs, or Business Ops. General Counsel Chief Information Officer	\$ 92,956	\$ 129,105	\$ 165,254	Master's degree or Doctoral degree plus 10 years relevant work experience

Head Coach Incentive Payments: Head Coaches may be eligible for a performance-based incentive payment for meritorious performance of their duties. The President, in exercise of their discretion, shall determine whether to award such a payment and the amount of the payment. For illustration only, examples of such an award include, but are not limited to, winning a conference, state, or national championship, or being named Coach of the Year by the NJCAA Panhandle Conference, NJCAA Region 8 Conference, or NJCAA National Championship. All performance incentive payments are subject to availability of funds. To be eligible to receive a performance incentive payment, the Head Coach must have earned an exemplary performance evaluation in the immediate prior cycle of performance evaluations, and there must be no performance-related issues noted in the Head Coach's personnel file.

Assistant Coach: The Assistant Coach position minimum salary may be structured as needed and as the budget permits.

Instructional Duties: Executive, administrative, and exempt professional personnel may be assigned instructional or instructional related responsibilities as a part of that position's job description or in addition to the 37½ weekly hours required for the basic appointment period. Supplemental instruction assignments are governed by the Instructional Salary Schedule principles and provisions as they relate to instructional requirements.

Part-Time Pay Rates – Special Assignment As-Needed

These rates reflect a one-time or special assignment that is infrequent, temporary, and as needed that is paid either an hourly or flat rate to perform services. The below-listed assignments reflect past assignments at the College; other assignments may be made to this schedule as the needs of the College demand. Future assignments to this schedule will be made in consultation between Human Resources and the relevant department and in all instances finally approved by the President. Past practice for position assignments will be considered. Relevant considerations for the assignment include effective use of available funds and the nature, length, and scope of the assignment as well as job duties, experience, skills, and qualifications of available candidates.

Current Assignments to Schedule	Pay Rates
Professional – Special Projects Art & Drama Development Personnel Cultural Development Assistant Curriculum and Instructional Specialist Health Program Personnel Institutional Research Assistant Musicians Publication Assistant Research Assistant Sports Related Assistants K-12 Camp Staff (Non-Faculty)	\$20.00 - \$15,000
On Call Staff Per Event	Up to \$ 55.00

Part-Time Pay Rates– Hourly Personnel

These rates reflect the pay rate assigned to part-time positions. The Assignments to Schedule column reflects past or current assignments at the College; other positions may be assigned to this schedule as the needs of the College demand and positions may be moved within the Hourly Rate column to meet hiring needs. Assignments to this schedule are made in consultation between Human Resources and the relevant department and in all instances finally approved by the President. Past practice for position assignments is considered. Relevant considerations for the assignment include effective use of available funds and the nature, length, and scope of the assignment; job duties, experience, skills, and qualifications of available candidates; and availability of qualified candidates.

Hourly Rate	Recommended Education and Experience	Assignments to Schedule
Minimum Wage	High School diploma or GED	Federal Work-Study Student
\$14.00	High School diploma or GED (Minimal to no experience)	Auxiliary Learning Aids/Mentors/Note takers Cashiers Night/Weekend Monitors Staff Assistant Support Technicians Test Proctors Tutors Campus Safety Specialist Program Assistants Testing Aids CDEC
\$15.00	High School diploma or GED, food safety certification, trade certification, and/or 1-2 years relevant work experience	Lab Assistants Computer IT- Help Desk Testing Specialist Trade Worker- Renovation CBA Ecology/Education Technician I Raider Café/ Food Service CDEC
\$16.00	High School diploma or GED, Associate's degree, and/or 2-4 years relevant work experience	Educational Advisor Skilled Trade Worker Renovation CBA Ecology/Education Technician II CDEC
\$17.00	Bachelor's degree, Commercial Driver's License, and/or trade certifications	CDEC Testing Administrator PT Student Success Support Job Supervisor for Renovations
Up to \$22.00	Applicable degree, credential, or licensure, Law Enforcement Certification, and/or 4+ years work experience	Interpreter for the Hearing Impaired Job Superintendent- Renovations PT Campus Police Bus Driver PT Librarian
Up to \$28.00	Certified Law Enforcement for details and events	After hours support Professional Security

Instructional Personnel – Exempt

Full-Time Instructional Personnel (9-month or 12-month) and Department Chairs

Instructional Personnel Basic Work Obligation: Full-time faculty members, including librarians, will work 34 hours per week, regardless of 9-month or 12-month status. Leave will accrue in accordance with Board Policy. All instructional personnel are assignable to appropriate courses to meet the needs of the College. Should there be a mix of instructional and instructional service equivalent obligations within the contract of a faculty member, the pro-rata distribution of salary to the respective functions will be determined by the Vice President of Academic Affairs. Except for department chairs, should the pro-rata classroom teaching portion of such a contract be less than fifty percent (50%) of a normal teaching load and the remaining assignment is other than instructional service equivalent, the position will cease to be instructional and will be reclassified.

Half-Time Faculty Members (No new hires in this classification; existing faculty only): Faculty members working less than 34 hours per week are considered part-time, except for designated, Board-approved “half-time” or other pro-rata positions requiring a minimum of eight classroom/instructional hours or its assigned equivalent. Sufficient time to constitute the instructor's obligation consisting of a minimum of 17 scheduled hours per week for half-time (based on 34 hours full-time) shall be distributed appropriately throughout each week. Credit hours or equivalents above the minimum eight (8) for a half-time position will be contracted on a supplemental basis and must be completed outside the regular 17-hour work week. Contracted semester credits for half-time positions, regardless of the number of supplemental credits, do not accrue toward continuing contracts. Instructional personnel should refer to the Faculty Handbook for further detail. Half-Time Faculty Member salary is determined by the same principles outlined above for full-time faculty members, using the 9-month base Salary Schedule, and dividing it by 2.

Compensation: Instructional personnel are initially assigned a salary within the appropriate level based upon the following criteria:

1. The minimum salary within the level is the base salary for the position;
2. Three percent of the base salary may be granted for each year of prior experience up to a maximum of 10 years. However, the maximum allowable experience shall be reduced by one year for every year within the past 10 years that the College was unable to award a faculty salary increase.

The supervisor will consult with Human Resources to ensure accuracy of the initial recommended salary in terms of relevance of the experience and background of the instructional personnel to their assignment at the College and any allowance for experience outside of the educational frame of reference (for relevant work experience) is generally assessed on a 2-to-1 ratio.

Supplemental Contract: A separate contract may, as appropriate and according to established procedures, be entered into with full-time and half-time personnel, including qualified 12-month contract personnel, for a duration of less than nine months (either within or outside of their contract period) for provision of instructional services or other authorized services beyond their basic instructional contract. Determination of such assignments will be based on qualifications, interest, the need for such services, and the best interests of the students and the College.

9-Month Salary Base for Instructional Personnel: Instructional personnel who are hired to work a 9-month schedule will follow the 9-Month Salary Base Schedule.

Experience Level	Bachelor's	Master's	Doctorate
0	\$ 37,506	\$ 39,756	\$ 42,176
1	\$ 38,631	\$ 40,948	\$ 43,442
2	\$ 39,757	\$ 42,141	\$ 44,706
3	\$ 40,881	\$ 43,334	\$ 45,972
4	\$ 42,007	\$ 44,526	\$ 47,237
5	\$ 43,132	\$ 45,719	\$ 48,504
6	\$ 44,257	\$ 46,911	\$ 49,769
7	\$ 45,381	\$ 48,104	\$ 51,034
8	\$ 46,506	\$ 49,296	\$ 52,299
9	\$ 47,633	\$ 50,489	\$ 53,563
10	\$ 48,758	\$ 51,683	\$ 54,829

12-Month Salary Base for Instructional Personnel: Instructional personnel who are hired to work a 12-month schedule will follow the 12-Month Salary Base Schedule. Salary of individuals hired as 12-month faculty members will be determined by dividing the 9-month salary by 9 and multiplying it by 12. For example, if the 9-month salary is \$38,403, divide by 9 (\$4,267 monthly) and multiply by 12 (\$51,204).

Experience Level	Bachelor's	Master's	Doctorate
0	\$ 50,008	\$ 53,007	\$ 56,235
1	\$ 51,508	\$ 54,597	\$ 57,923
2	\$ 53,009	\$ 56,188	\$ 59,609
3	\$ 54,508	\$ 57,777	\$ 61,296
4	\$ 56,008	\$ 59,368	\$ 62,982
5	\$ 57,510	\$ 60,958	\$ 64,671
6	\$ 59,009	\$ 62,549	\$ 66,357
7	\$ 60,508	\$ 64,139	\$ 68,045
8	\$ 62,009	\$ 65,729	\$ 69,732
9	\$ 63,509	\$ 67,319	\$ 71,419
10	\$ 65,011	\$ 68,911	\$ 73,105

Department Chairs: Full-time faculty assigned a Department Chair position receive release time in fall and spring terms, generally 12 credit hours of release for department administration responsibilities. Additionally, Department Chairs whose work extends throughout the summer months per the job description will receive a summer stipend of \$7,500 for work occurring after the spring term ends and before the next fall term begins. During summer months, Department Chairs are expected to report to work at a NWFSC campus or center location for twenty hours per week.

Adjunct and Supplemental Teaching Assignment Pay Rates

Supplemental and part-time instructional personnel are paid under this schedule according to the classification of the teaching assignment. When non-credit, college, vocational, or prep courses are taught in combined form, classification of the assignment for payroll purposes will be determined by the Vice President of Academic Affairs in accordance with guidelines on file in the Office of the Vice President of Academic Affairs.

Part-time instructional personnel are be limited to twelve (12) semester hours including semester hour equivalents, 360 non-credit hours, or equivalent combination. Exceptions to these limits may be made under extenuating circumstances; advance approval from the Vice President of Academic Affairs is required. Each department shall maintain a roster of part-time (adjunct) faculty teaching during each term.

Course Type	Bachelor's	Master's	Doctorate
College Credit	\$585	\$660	\$720
Vocational Credit (Clinical, Lab, or Practicum)	\$585	\$660	\$720
Vocational Credit (Theory/Didactic)	\$39.00 per credit hour	\$44.00 per credit hour	\$48.00 per credit hour
College Preparatory Credit	\$39.00 per contact hour	\$44.00 per credit hour	\$48.00 per credit hour
Continuing Workforce Education, Prime Time, Recreation and Leisure, Institute for Professional Development, Clinical Specialist, Corporate Training (non-credit), PT Librarian		\$17.16 - \$300.00 Per contact hour Placement within range is determined in accordance with criteria on file in the Office of the Vice President of Academic Affairs.	

Pay Rates for Public Service/Safety Adjunct Instructors

Step	In-Field Experience	Rate per Hour	Certification or Assignment Overrides
1	3 years	\$35.00	
2	7 years	\$38.00	Specialized Certification
3	11 years	\$41.00	Designated Lead or Paramedic Instructor
4	15 years	\$44.00	
5	19 years	\$47.00	
6	23 years	\$50.00	

Pay Rates for Nursing Adjunct Instructors

Education Level	Rate per Contact Hour
Doctorate	\$48.00
Master's	\$44.00
Bachelor's	\$39.00

Other Instructional Personnel Provisions

Equivalent credits for non-credit courses and activities for pay purposes are determined by the Vice President of Academic Affairs and computed based on the appropriate credit to contact hour relationship.

When enrollment is less than the minimum guideline for a given class, the Vice President of Academic Affairs shall have the authority to cancel the class, apply the distance learning compensation formula, and/or to combine classes to reach an equivalent minimum class size.

Compensation for applied lessons in the performing arts and for selected indirect supervision internships/preceptorships may be determined on a pro-rata basis, depending on student enrollments.

The President shall have the authority to compensate full or part-time instructional personnel on the appropriate credit or contact hour rate for teaching, developing, and working in selected non-credit courses such as workshops and seminars, and for curriculum development, special projects, or other similar activities.

Adjunct faculty members must complete annual mandatory training as any other College employee is required to do. Adjunct faculty members will be compensated \$50 for completing the training course after such training is complete.

Adjunct faculty members may be invited to attend workshops throughout the year. Adjunct faculty attending may receive a stipend for their participation, subject to the availability of funds and appropriate approvals.

ADDITIONAL PROVISIONS REGARDING PERSONNEL COMPENSATION

Salary Administration: If an employee works a fraction of a year, the employee will receive the pro-rated portion of the salary until the end of the fiscal year. The base may be appropriately reduced for employment periods or contracts of fewer than twelve months. The 12-month salary base also may be appropriately reduced for less than a full-time position.

Salary Increase: Annual salary increases may be recommended to the Board of Trustees and are dependent upon the availability of funding. A recommended salary increase may be a general increase to base or may be, as discussed in the next section, a merit-based increase. Instructional employees on continuing contract or whose annual contract is renewed are eligible for an annual increase in salary in those years in which an increase is awarded, up to the maximum salary for the assigned level. The Board of Trustees upon recommendation of the President may impose requirements for the salary increase, such as, without limitation, a hiring cutoff or evaluation requirement. This section does not limit the President's authority to approve individual personnel actions throughout the fiscal year; upon approval of the President, a full-time employee may receive a one-time lump sum payment or an increase to base salary.

Merit Compensation: Upon recommendation of the President and approval of the Board of Trustees, all full-time employees may be eligible for a one-time lump payment or an increase to base salary at the beginning of the next fiscal year based on meritorious performance of duties. In a year with a merit compensation recommendation, the merit compensation will be dependent upon prescribed factors as approved by the Board of Trustees. Additionally, merit increases will only be considered when College funding is available. This section does not limit the President's authority to approve individual personnel actions throughout the fiscal year; upon approval of the President, a full-time employee may receive a one-time lump sum payment or an increase to base salary.

Collegewide Lump Sum: Upon recommendation of the President and approval of the Board of Trustees, a non-recurring salary increase or lump sum payment to all eligible employees may be awarded at any time during the fiscal year, contingent upon available funds. This non-recurring salary lump sum payment may be in addition to or in lieu of a regular salary increase. The Board of Trustees upon recommendation of the President may impose requirements for the lump sum payment, such as, without limitation, a hiring cutoff or evaluation requirement. Employees working through a performance improvement plan (PIP) are not eligible for a lump sum payment nor are those who do not meet the acceptable minimum of the annual performance evaluation.

Educational Attainment: Employees (non-instructional and faculty) may be considered to receive additional compensation in the form of a base salary increase of up to 6% for attainment of additional, relevant academic credentials through completion of approved coursework at a regionally accredited postsecondary institution. Consideration for educational attainment increase is not guaranteed and is contingent upon receipt by Human Resources of official transcripts; performance evaluations; budget; recommendation of the employee's supervisors; and approval by the President. An educational attainment increase to base salary occurs at the beginning of the next fiscal year.

Demotion, Transfer, or Reclassification: Demotion is the transfer of an employee from a more senior classification or position or salary range within a classification to a junior classification or position or salary range within a classification. Upon demotion for cause, the employee will be placed at the new classification recommended by the appropriate Vice President and the Executive Director of Human Resources and approved by the President. A transfer is the assignment of an employee from one position to another within the same classification. Reclassification is defined as changing the class title, duties, and responsibilities for a particular position when those duties change substantially. When a reclassification occurs, the employee shall

be placed at the classification level in the new position. Reclassifications may be temporary.

Reimbursement of Moving and Travel Expenses: The President may approve reimbursing Administrative or Executive full-time employees for moving expenses (household goods) not to exceed \$5,000, when the President deems such reimbursement is in the best interest of the College. Receipts must be submitted to Human Resources before any moving expenses are paid.

Health and Life Insurance: The premium for single-rate coverage for any full-time employee, whose position is approved by the Board for benefits and who elects to participate in the College group plan, will be paid by the College. Premiums for life insurance for such persons will be paid by the College at two times the employee's current salary rate, subject to the limits of the plan. Persons filling authorized half-time or other pro-rata positions are also entitled to these benefits.

Presidential Authority: The President has the authority to assign and transfer employees to any classification, position, or salary within the Salary Schedule. The President has the authority to pay employees supplementary compensation for additional work performed. A newly hired employee will generally start at the minimum applicable salary in the range; however, the President reserves the right to assign employees to the appropriate salary within the applicable range. Experience credit may be given to a candidate who can demonstrate full-time related work experience. At the President's discretion a stipend or salary over the published salary range may be given for any hard-to-fill position. The President may freeze salaries of personnel or reclassify personnel when changes in assignments or in operational or organizational circumstances necessitate, with the understanding that the compensation of such affected persons may (1) be reduced or (2) be frozen at the specified salary rate until circumstances make removal of the freeze feasible or until a reclassified person regains the appropriate pay level under a new classification. Should a reclassification provide advancement in classification for a person, their compensation shall be appropriately advanced. The foregoing and any other related request for deviation from the Salary Schedule must be submitted in writing and approved by the President.

President's Salary: The Board of Trustees determines the compensation of the President.

Board Policy, Employee Handbook, and Faculty Handbook: Further policy and procedure regarding personnel are in the policies set by the Board of Trustees and in the procedures published in the Employee Handbook and Faculty Handbook.

Modifications to Salary Schedule: The President has the authority to modify this Salary Schedule to the extent necessary to correct any typo, reflect a uniform pay change within or across classifications, or upon comprehensive review of a salary schedule or classification within it.