

Schreiner University

WAGE & SALARY POLICY (effective September 2025)

Purpose

Schreiner University recognizes a diverse group of highly qualified employees is needed to fulfill its mission. To ensure employees are recognized and rewarded appropriately for their contributions, and University resources are used efficiently and effectively, Schreiner University supports a compensation system that:

- Provides comprehensive compensation (salary and benefits) that is reasonable and competitive within the relevant labor markets and aligned with the budget of institutional resources
- Attracts, retains, rewards, and motivates employees who positively contribute to the university's mission and environment
- Provides flexibility appropriate to the dynamic challenges facing the University
- Encourages and rewards exceptional job performance by individual staff and teams
- Assures a fair "living wage" for all employees
- Balances the need for internal equity with the efforts to be market competitive
- Addresses inversion and compression as part of internal equity
- Provides centralized oversight to assure pay practices are legal, non-discriminatory, consistent across the University, and fiscally responsible
- Abide by all federal and state laws.

Abiding by Federal Law

Schreiner University maintains compliance with the U.S. Equal Employment Opportunity Commission (EEOC). As a result, the University will follow federal law, including the Equal Pay Act of 1963, that requires employees be paid equally for equal work regardless of Sex. Employees performing jobs that require substantially equal skill, effort, and responsibility, and that are performed under similar working conditions, must receive equal pay unless a difference is based on seniority, merit, quantity or quality of production, or another factor other than sex.

Schreiner University supports and will comply with the Equal Pay Act and other federal equal employment opportunity laws. The University will not retaliate against any employee for exercising their rights under the law.

Schreiner University will ensure that officials responsible for compensation, promotion, and other terms and conditions of employment abide by these requirements. The University will not retaliate against employees who raise concerns, file complaints, or otherwise exercise their rights regarding equal pay.

Schreiner University will not in any manner restrain, interfere, coerce, or retaliate against any individual who exercises their right to oppose unlawful pay practices or who participates in an EEOC proceeding related to the Equal Pay Act or other federal equal employment opportunity laws.

Any Schreiner University employee who believes that he or she has been subjected to discrimination and/or retaliation is expected to report the alleged act as soon as possible to Human Resources by email at hrteam@schreiner.edu or by telephone at (830) 792-7375.

Supervisors and managers who are informed of an alleged incident of discrimination or retaliation must immediately notify the Director of Human Resources.

In addition to reporting a complaint of discrimination, and/or retaliation to company officials, a person may also contact the U.S. Equal Employment Opportunity Commission and file a charge of employment discrimination. The address and telephone number of the nearest EEOC office is: 100 N. Stanton St., Ste. 600, El Paso, Texas 79901-1331; (915-995-8836). Information about employment rights and the procedures dealing with how to file a charge is available on the Internet at www.eeoc.gov.

Scope

This is a university policy that applies to all employees paid through Schreiner's payroll system.

1) General Provisions

a) Employee Categories

University employee positions are grouped into four categories for the purpose of determining relevant external compensation market comparisons and establishing internal pay equity.

- i) *Administrators* - Administrators are defined as the President, Provost, Vice Presidents, Assistant Vice Presidents, Deans, Directors, and others assigned full responsibility for the administration of any academic or service unit who report directly to the President, Provost, Vice President, or other administrators designated by the President as having a role comparable to that of a Vice President. In specific cases, an administrator (i.e., Provost, Dean) may hold faculty status, but remain within the administrator classification.
- ii) *Staff* - Staff include all non-faculty, non-administrator, and non-student employees. Staff may be exempt or nonexempt as defined by the Fair Labor Standards Act (FLSA). In specific cases, a staff employee (i.e., Laboratory Managers, Librarian) may hold faculty status, but remain within the staff classification.
- iii) *Faculty* - Faculty hold an academic appointment of Instructor, Assistant Professor, Associate Professor, and Professor.
- iv) *Students* - Student employees are defined as any employee who is enrolled as a student before they begin working and currently enrolled as a student while they continue their employment. Graduate students may be either a student employee or a staff employee, but not both, depending on their job position.

b) Changes

This policy may be changed as deemed necessary by the University President. There is no vested right to any benefit or practice established under a prior policy or regulation.

c) Definitions

- i) *Associate/Assistant Director* - Associate/Assistant Directors are responsible to a director and function as Director in the Director's absence, including assuming

supervisory and budgetary authority. Associate/Assistant Directors may be delegated responsibility for the overall direction and management of a specific functional area in addition to acting as Director.

- ii) *Director* - Directors are responsible to a Vice President or an Assistant/Associate Vice President. Directors have control of an individually recognized university department; use complete discretion in developing departmental policies and procedures; have authority to hire, fire, promote, assign, discipline, resolve grievances of other regular employees; and are assigned responsibility and accountability to manage departmental budgets.
- iii) *Hiring Authority* - The Hiring Authority is the designated Administrator with final decision-making authority to select the successful candidate for a vacant position and verify the starting salary within this policy and procedure parameters.
- iv) *Position* - A position is a compilation of tasks, duties, and responsibilities that necessarily contribute to accomplishment of the University's and department's mission.
- v) *Relevant Market* - A Relevant Market is identified for every University position to identify the appropriate recruitment area. A recruitment area is typically Regional, State, or National and is the identified market from which the university is most likely to hire qualified employees and where departing employees regularly obtain other employment. The Relevant Market is assessed to establish externally competitive compensation levels.
- vi) *Salary Surveys* - The University will annually review salary survey data from relevant markets to evaluate the competitiveness of university salaries using College and University Professional Association for Human Resources (CUPA-HR). Survey sources may be modified at the discretion of the Human Resources Department and the Vice President of Planning & Finance.
- vii) *Supervisor/Manager* - Supervisors and Managers are responsible for planning and directing the work of a group of individuals, monitoring and evaluating their work performance, and taking corrective action when necessary. Supervisors/Managers must be familiar with the work of all the groups supervised, but do not need to be proficient in all areas. Supervisors/Managers are actively involved in hiring and firing employees and may reassign tasks when necessary.
- viii) *Target Hiring Rate* - The target is to establish minimum pay rates for newly hired employees at eighty-five (85) percent of the median of market salary data for administrators and staff. The target for faculty is ninety-five (95) percent of the median and includes other dependent variables: discipline, rank, and time within rank. The Target Hiring Rate is dependent on the University's need to attract highly qualified employees and affordability.

d) Responsibilities

- i) *Deans/Directors* shall ensure that an accurate, current job description for every staff position in their department is on file with the Human Resources Department and all policies and procedures are followed.

- ii) Human Resources (HR) Department will be responsible for the oversight of this policy with the Vice President for Planning & Finance having executive oversight. The HR Department shall oversee the administration of the student, staff, administrator, and faculty classification and pay systems, including:
 - (a) Communicate programs and guidelines to help managers/supervisors understand all aspects of the compensation program.
 - (b) Provide information, data, and advice on pay levels, new hire pay rates, policies, and practices.
 - (c) Provide expert guidance, perspective, and support to inform managers/supervisors of appropriate pay for employees.

- iii) The Vice President of Planning & Finance must approve the following prior to the personnel action becoming effective:
 - (a) Pay increase/decrease
 - (b) Job title change
 - (c) Significant change in job duties
 - (d) Creation of new positions

- iv) Managers/Supervisors play a critical role in managing the compensation program as they are the first line of communication with employees. Managers/supervisors are responsible and accountable for the following:
 - (a) Establish and maintain equitable pay practices within their areas of responsibility.
 - (b) Consult with the HR team on hiring rates and advancement increases.
 - (c) Ensure staff understand the compensation program and any future changes.
 - (d) Use the HR team as a resource to ensure appropriateness of decisions and consistency with federal and state laws.

- v) Vice Presidents shall submit through the budget planning process, any requests for budget increases to personnel line items needed to create new positions.

2) Administrators

a) Job Titles

Each administrator position is assigned a job title by the HR Department based on job descriptions and similar positions in higher education published by CUPA-HR. Job titles assigned by the HR team will be used as the basis for internal and external salary comparisons and utilized for recruitment purposes. When assigning job titles, the HR team will confer with the President or the relevant Vice President to ensure job descriptions are accurate and there is a clear understanding of the position and its responsibilities.

b) Benchmarking Standard (New Hire Rate)

The benchmarking standard for administrators will be based on comparative data obtained from the annual salary and benefit compensation CUPA-HR survey that includes data from universities of similar Carnegie classification, budget size, and total enrollment. The salary range consists of the minimum and maximum amount that is paid to a newly hired administrator. The minimum salary range approximates 85 percent of the median market pay and the maximum represents a 20 percent above the

median.

All salaries are contingent upon budget allocations for the fiscal year. Pay levels for the President and other highly compensated employees will be reasonable and not excessive and will be recommended and approved according to the Board's bylaws.

3) Faculty

a) Job Titles

Each faculty position is assigned a job title by the Provost and Vice President for Academic Affairs, as recommended by the Dean of Faculty. These job titles are based on a comparison to the Classification of Instructional Programs (CIP) code definitions published by the National Center for Education Statistics along with a comparison to similar positions in higher education published by CUPA-HR. Job titles assigned by the HR Department will be used as the basis for internal and external salary comparisons and utilized for recruitment purposes. When assigning job titles, the HR team will confer with the Provost and Vice President for Academic Affairs to ensure there is a clear understanding of the position.

b) Faculty Position Classification

Faculty appointments are classified into ranks and groups by title. These classifications have significance regarding benefits and rights that may or may not pertain to each category or classification. The granting of tenure is a separate guarantee that is not implied by any of the titles discussed in this section. The original letter of appointment and each subsequent salary notification or reappointment contract shall clearly indicate the employee id number, CIP code, title, nature, duration, tenure status, and salary of the appointment.

All persons receiving faculty rank should have engaged in significant scholarly work or have notable professional expertise and achievement. The standard academic ranks are Instructor, Assistant Professor, Associate Professor, and Professor. The standard professorial titles (and where appropriate Instructor) are significantly altered by the addition of modifiers such as Clinical, Adjunct, or Visiting.

Appointments with the standard professorial titles of Assistant Professor, Associate Professor, and Professor may be non-tenure-track, tenure-track, or tenured. All other faculty appointments are, by definition, non-tenure-track and without tenure.

A distinction is also made between full-time and part-time appointments. Full-time appointees are expected to give full-time service and allegiance to the University. The duties of and terms and conditions for part-time faculty shall be articulated in each letter of appointment.

Additional details on faculty descriptions, rank and tenure are available and can be referenced in the Schreiner University Faculty Handbook.

c) Benchmarking Standard (New Hire Rate)

The benchmarking standard for faculty will be based on comparative data obtained from the annual salary and benefit compensation CUPA-HR survey that includes data from universities of similar Carnegie classification, budget size, and total enrollment.

The salary range consists of the minimum and maximum amount that is paid to a newly hired faculty member based on discipline, rank, and time in rank. The minimum salary range approximates 95 percent of the median market pay and the maximum represents a 20 percent above the median. All salaries are contingent upon budget allocations for the fiscal year.

4) Staff

a) Job Titles

Each staff position is assigned a job title by the HR Department based on similar positions in higher education published by CUPA-HR. Job titles assigned by the HR team will be used as the basis for internal and external salary comparisons and will be utilized for recruitment purposes. When assigning job titles, the HR team will confer with the relevant Vice President/Manager/Supervisor to ensure job descriptions are accurate and there is a clear understanding of the position and its responsibilities.

b) Staff Position Classification

Position classification is a system of objectively and accurately defining and evaluating the duties, responsibilities, and authority level of staff jobs. Position Classification is determined by the HR Department and requires a thorough description of position responsibilities without regard to the knowledge, skills, experience, and education of the individuals currently performing the job. Staff employees may be exempt or nonexempt as defined by the Fair Labor Standards Act (FLSA).

i) Exempt Employees - Exempt Employees are to be paid at least once a month, in accordance with the Texas Payday Law. This pay represents compensation for time worked throughout the entire month. Exempt employees receive a salaried wage payment on the 28th day of each month via direct deposit. Should the 28th day of the month fall on a weekend or federal holiday, the pay will be deposited on the first banking business day prior to the 28th day.

ii) Non-Exempt Employees - Non-exempt employees are to be paid at least twice per month, in accordance with the Texas Payday Law. Non-exempt employees are paid on a bi-weekly schedule and receive a direct deposit payment every other Friday. This pay represents compensation for hours worked during the previous two (2) weeks. Should the Friday payday fall on a federal holiday, the pay will be deposited on the first banking business day prior to the Friday payday.

c) Benchmarking Standard (New Hire Rate)

The benchmarking standard for staff will be based on comparative data obtained from the annual salary and benefit compensation CUPA-HR survey that includes data from universities of similar Carnegie classification, budget size, and total enrollment. The salary range consists of the minimum and maximum amount that is paid to a staff employee. The minimum salary range approximates 85 percent of the median market pay and the maximum represents a 20 percent above the median. All salaries are contingent upon budget allocations for the fiscal year.

d) New Hires

The current minimum rate for all new hires will be established by the HR Department

and the Vice President of Planning & Finance

e) Trainee Assignment:

With approval from the HR Department, a hiring authority may offer an applicant a rate less than the new hire rate if the applicant does not have all of the minimum required knowledge, skills, abilities, or experience. In such instances, the newly hired employee's rate shall be set at a rate no less than 90 percent of the new hire rate established for the job title. When an employee is hired for less than the new hire rate, the employee is placed on a formalized training assignment that allows a rate increase upon completion of a specified training plan.

5) Student Workers

a) Job Titles

Each student worker is assigned a job title based on the name of the department in which they will be working. Supervisors must submit a payroll change notice to be approved by the Coordinator of Meaningful Work before a student worker is onboarded by the HR Department.

b) Student Workers Classification

Student workers are classified as temporary, part-time, non-exempt, student employees. Student workers are also considered Work-Study's and can hold more than one work-study position at any given time. Student employees should not work more than 20 hours per week total for all positions combined, during the spring and fall semesters. Student employees may work up to 40 hours per week total for all positions combined, during winter break, spring break, and summer.

c) Requirements

Each student worker is required to complete all onboarding paperwork, attend at least one orientation session, and have a signed job description on file in the HR Department, prior to the start of assignment.

d) Benchmarking Standard (Pay Ranges)

Student employee pay rates are dependent on their job descriptions which must objectively and accurately define and evaluate the duties, responsibilities, and authority level with specific regard to the position knowledge, skills, experience, and education requirements to successfully perform the job.

All students will begin their Schreiner University employment at a Level I pay rate. Requests to advance to a Level II or Level III position must include a new job description and resume with a payroll change notice submitted to the Coordinator of Meaningful Work. The Coordinator of Meaningful Work and the Payroll Specialist must approve the request before the offer of promotion is extended to the student.

- i) Level I – No experience necessary, beginning wage for a student worker employed at Schreiner University.
- ii) Level II – Experience and special skill sets required, i.e., one year of prior experience, ability to make independent decisions, student management, etc.

- iii) Level III – Minimum one year of employment at Schreiner University required, additional job experience required, special skills or certifications required.

2025-2026 Rates

Level I hourly rate = \$10.00

Level II hourly rate = \$11.00

Level III hourly rate = \$12.00

- iv) Summer Researcher – Student employees are eligible for summer employment as an undergraduate researcher and will be compensated by the program allowance. In addition, campus housing will be made available to the summer researcher for the corresponding summer term. Departments requesting summer researchers will be required to fund the program allowance, and campus housing, if applicable.

Summer Researcher Program Allowance

Summer 1 (one month, 40hrs/wk) = \$2,000

Summer 2 (one month, 40hrs/wk) = \$2,000

Summer Housing = \$1,900

- v) Fellow – Student employees are eligible for fellowships as an undergraduate or graduate student. These scholars are those who have been awarded a fellowship, a competitive grant or appointment that provides financial support and resources for their work. Fellowships can be internal (within the university) or external (from organizations like foundations or government agencies). They often provide opportunities for professional development, networking, and career advancement. If funded externally, the fellow would need to follow the volunteer procedures for onboarding to the university. Pay rates for the fellows will follow the grant application and guidelines. In addition, campus housing will be made available to fellows for the corresponding term. Departments requesting housing will be required to fund the program allowance, and campus housing, if applicable.

Student wage rates will be reviewed annually. Future increases to pay rates and program allowances require approval from the President's Administrative Cabinet.

6) Change in Employee's Job – Administrators and Staff only

- a) *Transfer* - An employee can transfer to a similar position in a different department, and the transfer shall be considered a lateral transfer and the employee's base rate of pay will be maintained. An employee can also transfer to a different department with a different position and the employee's new salary will be based on the benchmarking standard consistent with the new position which may be more or less than the previous position.
- b) *Promotion* - An employee may be promoted to a position with a different job title through a competitive recruitment process or a recruitment exception approved by the HR Department. In the case of a promotion, the employee's base rate will be calculated following the benchmarking standard guidelines established within this policy.

- c) *Interim Positions* - Interim positions may be utilized in response to organizational changes including, but not limited to, reorganization or a temporary vacancy. The appropriate stipend in the event of a temporary vacancy (temporary promotion, or lateral change with additional, temporary job responsibilities) shall normally be between five to ten (5-10) percent of the vacant position's benchmarking standard/new hire rate (paid at a monthly or hourly rate, depending on FLSA status), depending upon the scope and complexity of additional duties, responsibilities assigned, and length of assignment. Consultation with the HR Department is required, with final approval by the Vice President of Planning & Finance.
- d) *Reclassification* - It is not unusual for position duties and responsibilities to change as needs of the university and/or department evolve. If a hiring authority believes significant changes to a position have occurred, a written request for reclassification review should be submitted to the HR Department. The request shall include, at a minimum: 1) a written explanation of the request; 2) a revised job description; and 3) meet the timeline schedule of the annual budget review process. The HR Department will determine the appropriate job title and benchmarking standard. The effective date of reclassification shall be on cycle with the annual pay plan and based upon budget approval.
- e) *Demotion* - If an employee undergoes a demotion, either voluntarily or as a result of disciplinary action, the employee's new salary will be established at the appropriate benchmarking standard consistent with the new position.

7) Retention Pay Adjustment

At the discretion of the University, a salary increase may be awarded to retain an employee with unique knowledge, skills, or abilities that are critical or vital to the achievement of the University's or department's mission or strategic goals when the employee's resignation would have a significant adverse impact on the accomplishment of critical and time-sensitive projects. A retention pay increase may be considered if an employee has received a more lucrative job offer or otherwise presents compelling evidence of his/her marketability.

The amount of a retention pay increase shall be determined by the hiring authority, subject to approval by the HR Department. Such increase shall not exceed twenty (20) percent of the employee's current rate of pay. Factors to consider when determining retention pay amounts include, but are not limited to, the employee's job-related qualifications (experience, knowledge, skills, abilities, and performance), and relevant salary survey data.

Retention pay requests must be submitted in writing to the HR Department by the hiring authority, along with evidence that the appropriate Vice President supports the request. The source and availability of the funds to be used for retention pay must also be identified and approved by the Vice President of Planning & Finance.

8) Employee Pay Plan

Schreiner University's philosophy is to reward employees for their contributions to the University which may include a cost-of-living adjustment, rewards for meritorious employees, and equity adjustments for individuals with a benchmark shortfall. The University's goal is to establish an annual pay plan for all eligible employees.

a) Cost of Living Adjustment Increase

The amount and effective date of across-the-board pay increases shall be at the sole discretion of the President. The Cost of Living Adjustment, as defined in the Consumer Price Index (CPI) will be considered in determining any across-the-board pay increase. Eligible employees include those hired prior to the beginning of the current fiscal year (June 1st). Adjunct faculty and student employees are not eligible for the COLA. In addition, staff and administrators who received a salary increase in their position since June 1st are also not eligible for the COLA.

b) Meritorious Increase

Meritorious or performance-based increases are not entitlements. The increases should be aligned with the employee's level of performance. A careful and thorough assessment of the individual's performance through the performance review process should be conducted before an increase recommendation is developed. The recommendation should then be adjusted, as necessary, based on market pay levels and resources available for pay increases.

Consistently high performers should be rewarded more generously than average performers. Poor performers should receive a smaller increase or, potentially, no increase. The manager/supervisor is responsible for collaborating with their staff to improve performance. The HR Department is available to assist with the performance evaluation process and in developing appropriate pay recommendations.

Eligible employees include those hired prior to the beginning of the current fiscal year (June 1st). Part-time employees, stipend employees and students are not eligible. Any employee on corrective or disciplinary action is not eligible for a meritorious increase. In addition, staff and administrators who had a change in their salary due to promotion or reclassification since June 1st are not eligible for a meritorious increase.

c) Equity Shortfall

The difference of the employees' current salary compared to the benchmarking standard is the equity shortfall.