

Policy 1306

Extra Employment for Faculty and Exempt Classified Staff Members Within the University

Date of Current Revision: May 2025

Responsible Officer: Provost and Senior Vice President for Academic Affairs

Secondary Responsible Officer: Director of Human Resources

1. PURPOSE

This policy outlines the assignment and compensation procedures for university work. It defines the various types of work and the corresponding compensation. Additionally, the policy establishes an institutional framework for documenting the basis of budgeting and expensing salaries on sponsored projects.

2. AUTHORITY

The Board of Visitors has been authorized by the Commonwealth of Virginia to govern James Madison University. See Code of Virginia § 23.1-1600; § 23.1-1301. The board has delegated the authority to manage the university to the president.

STATE OR FEDERAL STATUTE AND/OR REGULATION

2 CFR 200.430

3. DEFINITIONS

Academic Unit Head (AUH)

An academic department head, school director, or its functional equivalent of that position.

Administrative and Professional (A&P) Faculty Member

Administrative faculty and professional faculty are normally referred to collectively, as both require advanced learning acquired by prolonged formal instruction and/or specialized training and work experience. However, the university recognizes administrative faculty and professional faculty as distinct position types.

For the purposes of this policy, *Administrative Faculty* positions are generally senior administrators who perform work related to the management of the educational and general activities of the university for at least fifty percent (50%) of their work. Typically, administrative faculty serve in executive leadership roles such as vice president, provost, vice provost, dean, assistant or associate vice president, assistant or associate vice provost, or assistant or associate dean. Other administrative faculty roles can include (1) those responsible for the administrative direction of separately designated divisions or departments of institutional activity; (2) positions whose primary responsibility is to attract external funds; or (3) positions that are characterized by active, continuing involvement in formulating, interpreting and implementing institutional policy and exercise substantial independence, authority and discretion in areas such as program planning, design and allocation of resources. The organizational reporting relationship for administrative faculty is normally not lower than three levels below Executive Council positions.

Professional Faculty require advanced learning and experience acquired by prolonged formal instruction and/or specialized work experience. Typical professional faculty positions are librarians, counselors, coaches, physicians, lawyers, engineers and architects. Other professional positions may support education, research, university life and other such activities. Professional faculty positions must require the incumbent to regularly exercise professional discretion and judgment and to produce work that is intellectual and varied and is not standardized.

Contract Period

For the purposes of this policy, covered employees on an academic year appointment have a contract period defined by the university as lasting approximately nine months, starting two weeks before the first day of fall classes and ending two weeks following spring commencement. For covered employees on a 12-month fiscal year appointment this period is defined as lasting from July 1 through June 30. Exempt classified staff members are continuously employed throughout the calendar year but are not hired on a contract. For the purposes of this policy, exempt classified staff members are to be treated the same as faculty members on fiscal year appointments.

Covered Employee

Instructional faculty, administrative and professional faculty, and exempt classified staff.

Exempt Classified Staff Member

A member of the classified staff who holds a position exempt from the overtime provisions of the [Fair Labor Standards Act](#).

External Funding Source

Any private organization, state or federal government agency, university, or foundation—including those affiliated with the university - that provides funding to the institution through grants, contracts, or other external sponsorship agreements.

Extra Work

Temporary duties performed for additional pay by faculty outside their contract period and by exempt classified staff on contracts shorter than 12 months, that are beyond their regular duties. Examples of such duties include teaching, course development duties, grading, advising, mentoring, and assisting with a sponsored project.

Institutional Base Salary (IBS)

The annual compensation associated with a full-time employment contract paid by James Madison University for an individual's appointment, whether that individual's time is spent on research, instruction, service, administration, or other activities (including any compensation that comes with full-time benefits). IBS does not include:

- compensation for irregular, short-term, interim and voluntary assignments, such as non-instructional overload, instructional overload and part-time administrative pay;
- additional compensation for part-time work associated with sponsored program work;
- additional compensation earned during the summer term for part-time work (i.e., "periods outside the academic year"), such as part-time summer sponsored program pay or summer session teaching pay;

- employee recognition bonuses or awards and any compensation received for one-time incentive payments/business expense reimbursements (i.e., housing allowances, cell phone stipends, honoraria, or tuition reimbursements); and
- external compensation or consulting received for duties performed or consulting services provided that are external to James Madison University. See Appendix A for further details.

Instructional Faculty

A faculty member whose primary responsibility includes teaching, scholarly achievement and professional qualifications, and professional service.

Overload Employment

Temporary duties performed for additional compensation by covered employees during the contract period that are beyond their regular duties.

Reassigned Time

Time within the contract period during which a covered employee is reassigned from normal duties to accomplish special assignments without additional compensation.

Sponsored Work

Any work performed by a faculty member or exempt classified staff member under a grant, contract or other external sponsoring agency transaction between the university and an external funding source.

4. APPLICABILITY

This policy applies to all full-time instructional faculty, A&P faculty, and exempt classified staff at the university. It encompasses all work performed by faculty or exempt classified staff for the university, whether within or beyond their regularly assigned duties, during their contract period and between contract periods (typically the summer months).

5. POLICY

5.1 Assignment of Duties

- a. Instructional faculty duties are assigned by the academic unit head (AUH) or supervisor in consultation with the faculty member.
- b. AUH duties are assigned by the dean in consultation with the AUH.
- c. Administrative and Professional (A&P) faculty and exempt classified staff's duties are assigned by their supervisor in consultation with each other.

5.2 Additional Compensation

- a. Covered employees must not receive additional compensation from the university for additional duties unless the procedures outlined in this policy are adhered to.
- b. Additional compensation or reassigned time granted for A&P faculty and exempt classified staff during their contracted period are only allowed under the procedures herein as approved by the faculty or exempt classified staff member's supervisor.
- c. Extra work for covered employees on contracts shorter than 12 months must be pre-approved by their supervisor in accordance with this policy.

- d. 12-month instructional and A&P faculty within the Division of Academic Affairs are prohibited from receiving additional compensation beyond their Institutional Base Salary (IBS), except as permitted by the Office of the Provost's [additional compensation](#) guidelines or with the provost's written approval.
- e. During periods outside their contract (such as the summer session), less than 12-month instructional faculty are restricted from earning more than 33.3% of their institutional base salary (IBS) from the preceding academic year for any additional part-time work at the university (including teaching, research, administration, etc.), irrespective of the funding sources.

6. PROCEDURES

6.1. Overload Employment vs. Reassigned Time During the Contract Period

- a. Covered employees may be temporarily assigned duties beyond their regular responsibilities during their contract period, qualifying them for overload employment. Alternatively, they may be granted reassigned time from their regular duties to focus on special assignments.
- b. Typically, reassigned time and overload employment cannot occur simultaneously. However, covered employees may qualify for both if their combined additional duties and remaining workload after reassigned time exceed their regular workload.
- c. Simultaneous reassigned time and overload employment requires written pre-approval from the dean or assistant/associate vice president (AVP) in consultation with the appropriate AUH or supervisor.

6.2. Reassigned Time

- a. Reassigned time is determined and assigned by the AUH or supervisor, with the dean's or AVP's approval.
- b. Reassigned time from regular duties (without a corresponding reduction in salary) is authorized only for official university business.
- c. For an instructional faculty member, reassigned time must be reflected in the instructional faculty member's Anticipated Activity Plan submitted to the AUH. See [Faculty Handbook](#).

6.3. Additional Compensation

- a. The amount of additional compensation will be negotiated in advance between the faculty or exempt classified staff member and the AUH or supervisor and must receive approval from the dean or AVP in writing via a Memorandum of Understanding (MOU) or equivalent documentation (i.e., grant documentation, etc.).
- b. The MOU or equivalent documentation will be included in the personnel record of the covered employee.
- c. Compensation for overload employment funded by sponsored programs is subject to federal guidelines.

6.4. Workload Adjustment or "Banking" Teaching Credit

- a. Instructional faculty workload may be adjusted to account for particularly heavy teaching assignments.
- b. With the approval of the AUH, in consultation with the dean, instructional faculty on an

academic year appointment may take on an especially heavy teaching load in one semester and "bank" the additional course(s). These banked course(s) can then be exchanged for a reduced teaching load in the following regular contract period semester. For example, if an instructional faculty member has a 4/4 teaching load but teaches five courses in one semester, they may bank the fifth course and teach only three courses in the following semester.

6.5. Sponsored Work During the Contract Period

- a. Sponsored work during the contract period is usually not considered overload employment.
- b. Covered employees may not be paid additional compensation for sponsored work except in accordance with federal regulations and university policy as follows:
 1. Work must be in addition to the covered employee's regular duties,
 2. Additional compensation for the work performed by covered employees must be approved in advance by the granting or contracting agency; and
 3. The covered employees work is either:
 - i. across departmental lines or for a different division or college (i.e., different from the division or college in which the faculty or exempt classified staff member performs under their regular employment);
 - ii. occurs at a remote location from the faculty or exempt classified staff member's regular workplace; or
 - iii. is otherwise approved by the dean, in consultation with the provost and Office of Sponsored Programs (OSP).
- c. Additional compensation for sponsored work must not exceed the proportionate rate of the faculty or exempt classified staff's institutional base salary (IBS) for the corresponding period. For example, a faculty member who dedicates one month to a sponsored project would only be eligible to receive compensation equivalent to one month of their IBS. See the Office of Sponsored Programs for additional guidance.
- d. Work performed on a sponsored project during the contract period cannot be "banked" and counted toward summer effort.
- e. When the sponsor has a salary cap (e.g., NIH), the additional compensation will be limited to the capped amount.

6.6. Sponsored Work and Additional Compensation Outside of the Contract Period

- a. Sponsored work outside of contract period (e.g., summer for faculty with academic year appointments) may be considered as either an overload assignment or a separate contractual agreement, subject to specific federal regulations.
 1. If it is determined that such work constitutes an overload and all other federal requirements are met, the assignments will be made by submitting appropriate documentation to Human Resources to hire/rehire covered employees as a temporary employee, as described in Policy [2201](#), Sponsored Programs Proposals: Pre-Award/Post-Award Procedures.

- b. Additional compensation for any part-time work at the university from any source for work performed outside of the contract period must not exceed the proportional rate of the covered employees IBS for the corresponding period. For instance, if a faculty member undertakes extra work for one month during the summer session, they can only receive additional compensation for that month from any source, and it cannot exceed the equivalent of one month of their Institutional Base Salary (IBS). See the Office of Sponsored Programs for additional guidance if the extra work is a sponsored project.
- c. If federal or state guidelines permit, the dean may approve specific exceptions above the additional compensation limit of 33% for less than 12-month instructional faculty (for work performed outside of the contract period), in consultation with the provost and the Office of Sponsored Programs. See the Office of the Provost's [additional pay guidelines](#) for additional details.

7. RESPONSIBILITIES

All departments, offices and employees that generate, receive, or maintain public records under the terms of this policy are also responsible for compliance with Policy [1109](#) – Records Management.

8. SANCTIONS

Sanctions will be commensurate with the severity and/or frequency of the offense and may include termination of employment.

9. EXCLUSIONS

This policy does not apply to any instructional or A&P faculty member or exempt classified staff member performing work entirely outside of the scope of employment with the university as an independent contractor. But see Policy [1106](#), Conflict of Interests.

This policy does not apply to work performed by the faculty member for any other employer. See Policy [1304](#), Outside Employment of Faculty.

This policy does not apply to resources spent by the university as payment for professional development of faculty members.

This policy does not apply to bonuses, salary increments, or monetary awards given by the university in recognition of performance.

10. INTERPRETATION

The authority to interpret this policy rests with the president and is generally delegated to the Provost and Senior Vice President for Academic Affairs where it concerns instructional faculty and the appropriate vice president where it concerns A&P faculty or exempt classified staff members.

Previous version: July 2012

Approved by the president: May 2025

APPENDIX A

The additional pay and salary compensation pay actions used by James Madison University are described in the table below. The table provides more detailed information for each pay action to indicate if the pay action is included in or excluded from the Institutional Base Salary, along with examples.

Pay Action	Description	Included/ Excluded	Examples
<i>Pay Action Category: FT effort ~ Salary + benefits</i>			
FT Contract Pay [112100, 112300, 112600, 112620]	The annual compensation associated with a full-time employment contract paid by James Madison University for an individual's appointment, whether that individual's time is spent on research, instruction, service, administration, or other activities (including any compensation that comes with full-time benefits).	Included	Annual 12-month or less than 12-month full-time appointment for: Instructional faculty, Professional faculty, Administrative and Professional faculty and exempt Classified positions. Includes less than 12-month faculty appointments such as: Fixed Term, Renewable Term and Tenure Track, etc. Includes 12-month administrative appointments such as: Deans, Academic Unit Heads, Directors, etc.
Distinguished Professor Salary Supplement [112600]	Annual salary supplement in recognition of noteworthy distinctions for faculty who are awarded this designation and satisfy the criteria of the endowment. (note: the salary supplement associated with this pay action is not eligible for merit or COLA increases)	Included	Designations include: Eminent Scholar, Endowed Professorship, Academic Affairs Scholar, etc.
Phased Retirement Pay	Reduced base salary (75% or 50%) for FT less than 12 month faculty approved to participate in	Included	Refer to Phased Retirement Program (link).

[112650, 112675]	the Phased Retirement Program (link)		
Research/Sponsored Program FT Faculty Sponsored Program Pay [TBD]	Payment to full-time faculty on an academic year appointment or Classified staff (exempt) who perform full-time Sponsored Program work and salary is 100% funded by the Sponsored Program.	Included	Annual 12 month or less than 12-month full-time appointment for research or sponsored program outreach function

Pay Action Category: PT/temporary effort ~ additional pay w/o benefits			
Adjunct/PT teaching pay [114500]	Short-term teaching appointment for a full-time, part-time or temporary individual to teach a class or classes. Individuals may have multiple part time teaching appointments from different departments. Payment should be paid by the semester.	Excluded	Adjunct, retiree, and part time faculty who have a part time teaching or student supervision appointment that involves completion of credit hour work.
PT Sponsored program pay [114510, 114530]	Payment to full-time faculty on an academic year appointment who perform an administrative or research function for ongoing work outside of their contract period for duties beyond teaching.	Excluded	All full-time faculty members who serve in roles such as Primary Investigator's (PI's), Grant Administrators, etc.
PT Administrative Pay [114510, 114530]	Payment to full-time 12-month or less than 12-month faculty or full-time university employee for administrative work that extends beyond their normal contract period and/or work responsibilities and requires additional work effort above normal workload.	Excluded	All full-time faculty member who is assigned additional administrative duties as Assistant or Associate AUH, Program Coordinator, Department Liaison, etc.
Instructional Overload Pay [114500]	Additional temporary duties of an academic nature to be performed by a full-time university employee during their contract period.	Excluded	Payments for teaching over and above one's current teaching load. 12-month A&P, Classified (exempt) employees and Instructional faculty must receive approval from the provost (and Sponsored Programs if applicable) to receive additional compensation.

Non-Instructional Overload [114530]	Additional work for full-time university employees, that extends beyond their normal contract period, and/or work responsibilities and requires additional work effort above normal workload.	Excluded	Duties that are short term, incidental, and non-recurring. Examples include, freshman advising, leading program reviews, coordinating projects beyond the scope of normal job responsibilities, special assignments, etc..
Summer Session Teaching Pay [114531]	Amount paid to teach courses during the summer session	Excluded	Courses taught for additional pay during May-Aug
Winter Session Teaching Pay [114500]	Amount paid to teach courses during the winter session	Excluded	Courses taught for additional pay during Dec-Jan
Interim pay [114510, 114530]	Temporary pay for interim administrative assignments performed by a full-time university employee during their contract period.	Excluded	Interim administrative appointment such as: Interim Dean, Interim Associate Dean, Interim Academic Unit Head, Interim Director, etc.

<i>Pay Action Category: FT/PT Recognition pay no effort ~ additional pay w/o benefits</i>			
Employee Recognition Bonus or Award [113115, 113125]	A reward or acknowledgment for an employee's outstanding accomplishment or achievement.	Excluded	Degree attainment bonus, distinguished service awards, employee recognition awards and provost awards for excellence, etc..
One-time incentive payments or expense reimbursements [114540]	Compensation provided to full-time employees for a specific purpose or business expense reimbursement	Excluded	Cell phone stipend, moving and relocation expense stipend, etc.

Account code references ([link](#))