

**MINUTES**  
**FINANCIAL AND ADMINISTRATIVE POLICY (FAP) COMMITTEE**  
**MEETING # 24, MARCH 8, 2021**

IN ATTENDANCE: Professors Joseph Fehribach, George Pins, Mike Radzicki, and David Spanagel; Jeff Solomon, EVP and CFO, and Kris Sullivan, AVP

The meeting began with a discussion of the salary pool, in response to a query made by the Secretary of the Faculty (who was not in attendance). The question centered on how the salary pool and subsequent salary increases are administered, and whether or not the current process is equitable.

AVP Sullivan provided an overview of the performance management process with relation to the distribution of the salary pool for the division of Academic Affairs. He explained that each division of the University (Academic Affairs, Finance and Operations, Talent and Inclusion, Student Affairs, Advancement) is made up of units that are identified on the University's organizational chart. The structure of the operating budgets mirror this organizational hierarchy with each unit's budget referred to as a "cost center".

The operating budgets are made up essentially of two components, salaries and other expenses. When we identify a 3% salary pool, financially it is equivalent of 3% of the sum of the salaries within the unit that is available for salary adjustments for the full-time employees (faculty and staff) within that unit. The sum dollars available to the units within the division equal the divisional salary pool.

In the Academic Affairs division, units include the academic departments, such as Biomedical Engineering or Mathematical Sciences, and administrative offices such as the Registrar's Office or the Academic Advising Office. In the Academic Affairs division, salary increases associated with faculty promotions are taken at the "top of the pool". This is done so that faculty salary increases associated with promotion are given priority, and to keep smaller departments with a large number of promotions from being at a disadvantage when allocating salary increases to the remaining faculty and staff within that department.

After promotions are taken off of the top of the pool in Academic Affairs, the remaining percent is applied to the salaries of each unit and made available to the units. Department heads and managers make recommendations for individual salary increases based on performance and these are vetted by the Dean and finally by the Provost. In total, the recommended increases cannot exceed the total dollar amount that is available.

Equity adjustments were discussed next. The committee reviewed the TTT faculty benchmarking study process that is now conducted in house by the Talent and Inclusion team. It was reported that for those faculty salaries that were identified to be below 85% of the median for that rank and discipline, Talent had made a separate equity pool available and made salary adjustments, where appropriate based on performance, to bring those salaries to within 85% of the median. This occurred over the past two years.

Finally, the discussion turned to the competitive environment and WPI's position among its competitors with regard to attracting and retaining faculty. It was noted that one initiative that FAP could undertake would be to gather intelligence about offers and startup packages being made by other schools, to benchmark WPI's competitiveness in this area.

Respectfully submitted by Kris Sullivan, acting secretary.