

THE CITADEL
The Military College of South Carolina
171 Moultrie Street
Charleston, SC 29409

MEMORANDUM
NUMBER 3-603

01 July 2025

INSTITUTIONAL BASE SALARY POLICY

1. PURPOSE

The purpose of this policy is to establish The Citadel's definition of Institutional Base Salary (IBS) for faculty, the basis for calculating compensation costs, and to facilitate compliance with the requirements of OMB Uniform Guidance 200.430 (h)(2), which states:

"Charges for work performed on Federal awards by faculty members during the academic year are allowable at the IBS rate ... in no event will charges to Federal awards, irrespective of the basis of computation, exceed the proportionate share of the IBS for that period. This principle applies to all members of faculty at an institution. IBS is defined as the annual compensation paid by an [institution] for an individual's appointment, whether that individual's time is spent on research, instruction, administration, or other activities. IBS excludes any income that an individual earns outside of duties performed for the [institution]. Unless there is prior approval by the Federal awarding agency, charges of a faculty member's salary to a Federal award must not exceed the proportionate share of the IBS for the period during which the faculty member worked on the award."

2. REFERENCE

2 CFR 200 Office of Management and Budget Federal Regulation of Grants

3. DEFINITIONS

- A. Administrative Supplements. Additional compensation paid to a faculty member for an administrative appointment, above and beyond the faculty member's primary appointment. An example would be serving as department head/chair, director, or ombudsperson, including serving in an interim capacity.
- B. Base Salary. The nine-month salary for performing duties as a state authorized full-time faculty member of The Citadel; these duties include but are not limited to teaching, research, service, professional development. Base Salary as applied in this document does not include supplemental pay, stipends, administrative supplements, honorariums or any other pay.

- C. Bonuses and Awards. Payments made on a one-time basis and not guaranteed as part of an individuals' annual compensation.
- D. Dual Employment. An arrangement whereby a State employee full-time equivalent (FTE) is employed and compensated, in addition to the approved, budgeted base period salary, by either the Employee's (Home) Agency or another State Agency. The arrangement is for services rendered outside the requirements of the employee's regular job responsibilities or are outside of regularly schedule work hours. Summer School teaching or summer research by nine (9) month (academic year appointment) faculty is not considered dual employment but is considered as summer compensation. There are two types of dual employment as listed below:
- a. External Dual Employment: Employment and compensation received by an employee of one State agency for any extra activity performed for another State agency.
 - b. Internal Dual Employment: Employment and compensation received by any Citadel employee for any extra activity performed for The Citadel which is clearly not a part of the employee's regular job duties.
- E. Endowed Supplements. Additional compensation paid to a faculty member for an endowed appointment, above and beyond the faculty member's primary appointment. An example would be serving as an endowed chair or professorship.
- F. Extra Service Pay. Additional compensation for effort on externally funded contracts or grant projects that are clearly performed outside of, and in addition to, a faculty member's regular responsibilities during the academic year (as described in the appointment letter and Faculty Manual). Extra Service Pay typically represents compensation for discrete services that are non-recurring and specific in nature. Extra Service Pay adheres to those guidelines described in Uniform Guidance 2 CFR 200.430 and is subject to institutional policies for additional compensation that apply to all faculty and staff receiving temporary salary supplements from any source. The amount of compensation is commensurate with the Institutional Base Salary (IBS) pay rate and the amount of additional work performed.
- G. FTE. Full-time equivalent. A numerical value expressing a percentage of time in hours and of funds related to a particular position authorized by the General Assembly.
- H. Full Workload. The total activity for which the individual is compensated by the College, regardless of the number of hours expended on those activities. Full workload includes instruction, research, service and administration (including appointments as dean or chair).

- I. Incidental Work. That in excess of normal for the individual for which supplemental compensation is paid by the College under institutional policy (see temporary salary supplements).
- J. Institutional Base Salary (IBS). The annual compensation paid by The Citadel for the duties associated with an individual's appointment(s), whether that individual's time is spent on research, teaching, administration or service, and whether the individual is appointed full or part-time.
- K. Outside Consulting. Payments for consulting services external to The Citadel. Not considered IBS. Not part of Summer Salary. See Outside Work Policy in the Faculty Manual.
- L. Overload Pay. Compensation for additional teaching responsibilities that surpasses the 12 credit hour equivalent during a semester. Not part of Summer Salary. Capped at 16.65% of base salary per semester or 33.3% of base salary per academic year.
- M. Proportionate Share. The share of Institutional Base Salary that corresponds to the proportion of total effort expended on the sponsored agreement. For example, if an individual's regular salary for an annual period is \$100,000 and they spend 25 percent of total effort during the period on the sponsored agreement, the proportionate share of Institutional Base Salary allocable to the sponsored agreement is \$25,000 ($\$100,000 * 25\%$).
- N. Summer Salary. Summer salary includes charges for work performed by faculty members with nine-month appointments during the summer session (defined as first week of May through the second week of August). Summer salary includes pay for teaching summer school and/or performing research or other types of extra duties, called Summer Pay. Per 200.430 of the Uniform Guidance, "charges for teaching activities performed by faculty members on Federal awards during periods not included in the IBS period will be based on the normal written policy of the institution of higher education governing compensation to faculty members for teaching assignments during such periods" (The Citadel Faculty Manual). Additionally, Uniform Guidance also defines "charges for work performed by faculty members on Federal awards during periods not included in the base salary period will be at a rate not in excess of the IBS."
- O. Temporary Salary Supplements: Additional compensation paid to an individual for duties above and beyond the individual's primary job requirements. A salary supplement is any compensation from the institution or an affiliated public charity, foundation, clinical practice, or other public or private source. The maximal compensation for the academic year may not be more than 40% of the employee's base salary. Temporary supplements are non-recurring and expected to last less than a year. An example would be filling a vacant staff position within a home department.

P. 100% Effort: The activities associated with an individual's appointment at The Citadel. This is not based on a set number of hours per week and may vary from individual to individual. Also, for individuals with less than full-time appointments, effort still should total 100%.

4. POLICY

A. It is the policy of The Citadel that salary charges to sponsored programs be based on the Institutional Base Salary (IBS) and, where applicable, any salary caps or other limitations imposed by external sponsors. IBS may not be increased as a result of replacing the College's salary funds with sponsored projects funds. Charges for work performed on sponsored agreements will be based on the Individual's IBS rate. In no event will charges to sponsored agreements, irrespective of the basis of computation, exceed the proportionate share of the base salary for that period.

B. The following types of pay are included or excluded from IBS:

Included	Excluded
<ul style="list-style-type: none"> 1. Base Salary (9-month salary) 2. Administrative Supplements 3. Endowed Supplements 	<ul style="list-style-type: none"> 1. Temporary Supplements (Incidental Work/ Special Assignments/Extra Service Pay) 2. Summer Salary 3. Dual Employment 4. Overload Pay 5. Bonuses and Awards 6. Salary paid from other organizations 7. Outside consulting

C. IBS Calculations.

1. Summer research work is compensated using the following formula:
 - a. Base Salary (9-month salary) + Administrative Supplements + Endowed Supplements = IBS Salary
 - b. IBS Salary / 9 months = IBS Monthly Salary
 - c. For example:
 - 1) If a faculty member's 9-month salary is \$100,000 and they have \$10,000 in Administrative Supplements and \$20,000 in Endowed Supplements, their IBS Salary is \$130,000.

- 2) The IBS Salary is divided by 9 (for 9 month salary), which equals the IBS Monthly Salary of \$14,444.44.
2. Faculty can earn up to 3 months of IBS monthly salary during the summer (unless otherwise dictated by the grantor).
3. Faculty may not be compensated above 40% of IBS Salary regardless of the combination of sponsored research, teaching during the summer months, overload teaching during the academic year, or any form of temporary supplement.
4. During the academic year, faculty may earn Extra Service Pay for externally funded contract or grant projects (unless otherwise dictated by the grantor) for any work performed outside of, and in addition to, an employee's normal working assignments and responsibilities if the following three conditions are met:
 - a. The Extra Service Pay is specifically identified in the proposal (budget justification) to the sponsor as additional compensation to be paid during the academic year and the sponsor approves the charge as evidenced by award of the grant. If not contained in the proposal, a separate written request for Extra Service Pay must be submitted to the sponsor and its approval received by the Office of Research & Grants.
 - b. Since Extra Service Pay is time and effort beyond the normal 100% effort of the faculty member, the additional effort must be supported by Supplemental Time and Effort Reports.
 - c. The maximal compensation for Extra Service Pay for the academic year may not be more than 40% of the employee's IBS salary.
5. For the purpose of calculating the maximum limit of additional faculty compensation from any combination of sources, including, but not limited to sponsored research, summer salary, overload pay, temporary supplements, and/or dual employment, the salary basis will be IBS Salary and the maximum limit is 40% of IBS Salary per fiscal year.

D. Institutional Base Salary policy responsibilities.

1. Department Chairs/Directors and Deans. Define appointment terms and determine compensation and activities associated with the faculty member's full workload.
2. Office of Research and Grants.
 - a. Provides additional assistance with determining IBS and effort as appropriate for proposals and charges to sponsored programs.

- b. Provides training to Principal Investigators (PIs) and other individuals to ensure IBS understanding.
 - c. Ensures that the effort reporting process includes the proper elements for certifying IBS.
 - d. Ensures that the correct salary distribution is used when establishing salary for a proposed project and that the Institutional Base Salary is not exceeded.
- 3. Department of Financial Services. Ensures accuracy and appropriateness of pay and proper chart fields and amounts. Responsible for processing compensation using correct earnings and salary account codes.
 - 4. Office of Human Resources. Responsible for maintaining employee data used in determining components of IBS and maintaining records to support salary adjustments and supplements.

5. COMPLIANCE

Failure to comply with this policy may result in improper compensation of faculty members.

6. NOTES

A. Dates of Official Enactment and Amendments:

Approved by the Office of the Provost on 15 April 2025.

B. Responsible Department:

Provost

C. Responsible Official:

Assistant Provost for Research

D. Cross References:

[Faculty Manual, dated April 2024](#)

[Memorandum 3-001, Teaching Summer Classes and Semester Overload Policy, dated 18 July 2024](#)

[Memorandum 6-116, Pay Plan Policy, dated 20 June 2017](#)

7. RESCISSION

N/A

8. REVIEW

Review this policy on a biennial basis.

FOR THE PRESIDENT

OFFICIAL

Sally Selden, Ph.D., SPHR
Brigadier General, UMSC
Provost and Dean of the College