

**Western Washington University
Associated Students
Salary Determination Policy
February 2014**

This policy provides a set of guidelines and principles for determining pay levels for the salaried student employees of the Associated Students. This process is facilitated by the AS Business Director in collaboration with the AS Personnel Committee.

Guidelines

1. Determining Base Hourly Equivalent Rate for Salaried Employees

- A. Each January the Base Hourly Equivalent Rate is calculated multiplying the Washington State Minimum Wage by one hundred three and a half percent (103.5%) and round to the nearest penny. This Base Hourly Equivalent Rate is applied for the next fiscal year, which begins summer quarter in June of the same calendar year.
- B. **Rationale:** The Base Hourly Equivalent Rate (103.5% Minimum Wage) acts as a buffer against minimum wage increases, which occur regularly at the beginning of each calendar year.
- C. **Freeze Clause:** The AS will comply when a university student wage freeze is in effect, unless the hourly equivalent rate falls below the WA State Minimum Wage. In this case it should be increased to match minimum wage.

2. Salaried Position Pay Scale

Base Level 3.5% above Minimum Wage

Pay Level	% Above Base	Multiplier	Position Classification
Level 1	0.0%	100% (of base rate)	Assistant Coordinator
Level 2	7.5%	107.5%	Coordinator
Level 3	9.5%	109.5%	Assistant Director
Level 4	15%	115%	Associate Director
Level 5	20%	120%	Director
Level 6	32.5%	132.5%	Vice President
Level 7	35%	135%	AS President

- A. **Rationale:** The Salaried Position Pay Scale reflects the different levels of responsibility that each position category carries. Employees have increased responsibilities as their positions ascend the AS hierarchical structure. Their compensation shall reflect the increase of responsibilities through a higher hourly equivalent wage.
- B. **Classification:** See AS Employment Policy for Position Classification definitions.

3. Implementation Process

- A. The determination process should begin in January to determine the Base Hourly Equivalent Rate. It will be implemented in June at the beginning of Summer Quarter. For each position, the following sequential steps will be taken to determine the total salary:
 - i. **Calculate Salary Hours for term of position:** Multiply the average hours stated in the job description by the number of weeks worked.

- a. Typically average hours are:
 - Assistant Coordinator, Coordinators, Assistant Directors: 15 hours/week
 - Associate Directors: 17 hours/week
 - Directors/VPs: 19 hours/week
 - President: 25 hours/week

Note: It is necessary to calculate each quarter separately for some specialized positions where average hours worked varies each quarter.
 - b. Weeks worked per quarter: summer = 9, fall = 14, winter = 11, spring = 11.
 - c. The AS does not pay employees for academic breaks or summer vacation. Pay is prorated over the term of position to provide a consistent paycheck.
 - ii. **Calculate Other Contracted Hours:**
 - a. Each position that is required to attend fall AS Training will be paid 30 hours indicated in contracted hours for AS wide trainings on the salary tool. (Note: departmental trainings during fall, mid quarter and all other pre-quarter AS-wide trainings are included in average salaried hours.)
 - b. Calculate out any other specialized hours as indicated in job descriptions (e.g. summer preparation hours).
 - iii. **Calculate Total Hours:** by adding Salary Hours for term of position and Other Contracted Hours.
 - iv. **Determine the Hourly Equivalent Rate:** using the Salaried Position Pay Scale (and round to the nearest penny).
 - v. **Calculate Pay Per Pay Period:** multiply Salary Hours by Hourly Equivalent Rate and divide by the number of pay periods, round to nearest dollar.
 - vi. **Calculate Position Yearly Salary:** Total Hours by Hourly Equivalent Rate and round to the nearest dollar.
- B. Additional information about how salary is paid:**
- i. In order to provide a consistent paycheck for students pay is prorated and spread out over the employee's term of position (e.g. the 45 weeks of pay would be spread over 52 weeks to provide consistent pay).
 - ii. The 30 hours of required AS wide fall training will be paid in lump sum(s) during pay period(s) training hours are completed.
 - iii. Positions with contracted hours in job descriptions will be entered into payroll as hourly positions and employees will submit timesheets for hours worked.
 - iv. If an employee resigns or is terminated before completing the term of position the AS Personnel Office will calculate the amount the employee earned versus the amount paid in the position and adjust accordingly.
 - v. Salary is specified in the job descriptions as "This position will receive \$ _____ per position term (approximately \$ _____ twice per month)." Note: Round down to the nearest dollar the amounts listed on the salary calculator.
 - vi. The Personnel Office is responsible for maintaining the tool to calculate and record the pay for all salaried positions.
- C. The Budget Proposal process should reflect the changes to salaries.
 - D. The AS Personnel Office is responsible for communicating with the AS Board Program Assistant about salary changes needed in job descriptions.
 - E. The AS requests for funding from the Services & Activities Fee Committee should reflect the changes to salaries.

Principles

1. **The AS values student employment.** In providing services for students, it is the philosophy of the AS that this can be best accomplished and facilitated by students. The AS is committed to providing as much student employment as possible because it provides the opportunity to work for the benefit of other students and to gain active experience in an area of personal interest. Furthermore, it enhances the development and growth of students by providing work related experience and education.
2. **The AS strives to lower economic barriers to student employment and participation through its salary structure.** The Associated Students recognizes and acknowledges the idea that the students of Western come from "diverse economic backgrounds" and that it is important that the opportunities provided by the AS be accessible to all students regardless of their economic background. It is for this reason that strong consideration should be given to the possibility that by choosing a given level for the salary base, a certain population of students will not be able to afford to take advantage of the opportunities available in the AS.
3. **Employment through the AS often enhances Western's educational experiences through professional development.** It should be made clear that the Associated Students is not able to completely offset the cost of attending Western for its employees. The AS offers the opportunity for its employees to gain practical experience and to grow personally. There are benefits above and beyond the salaries associated with providing these opportunities.
4. **AS Operations is a careful balance of funding for salaries as well as fulfilling other fiscal obligations.** Funding that is allocated to increase salaries will not be available for the programming that reaches out to the entire student body. There is a delicate balance involved between offering salaries that attract qualified applicants, offset the cost of attending Western, and enable a broad spectrum of students to take advantage of the opportunities. The AS must allow enough funding for the growth and development of the various programs that make up the AS.

Amendments:

Amendments to this policy require a majority vote of the AS Board of Directors

Interpretation and Enforcement: AS Board of Directors, AS Personnel Committee

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Approved By: AS Board of Directors

Date Approved: 1976, 04/28/93, 2-24-10 ASB-10-W-38,

Organization: Associated Students

Determining Base Hourly Rate for Salaried Employees			
Minimum Wage @Start of Calendar Year	98%	X	\$9.32
Base Hourly Rate for Salaried Employees	100%	X(1.035) = Y	\$9.65

Wage Level	Position Classification	Hourly % above Base	Wage Multiplier	Hourly Wage
1	Assistant Coordinator	0.0%	100.0%	\$9.65
2	Coordinator	7.5%	107.5%	\$10.37
3	Assistant Director	9.5%	109.5%	\$10.56
4	Associate Director	15.0%	115.0%	\$11.09
5	Director	20.0%	120.0%	\$11.58
6	Vice President	32.5%	132.5%	\$12.78
7	AS President	35.0%	135.0%	\$13.02

For Personnel Office Use- Fall training pay		Hourly Wage	Training Pay
Assistant Coordinator	30	\$9.65	\$289
Coordinator	30	\$10.37	\$311
Assistant Director	30	\$10.56	\$317
Associate Director	30	\$11.09	\$333
Director	30	\$11.58	\$347
Vice President	30	\$12.78	\$383
AS President	30	\$13.02	\$391

General Calculator																						
Position Information							Summer Quarter "Average Hours"	Fall Quarter "Average Hours"	Winter Quarter "Average Hours"	Spring Quarter "Average Hours"	Salary Hours			Other Contracted Hours			Total Yearly Pay					
# of Salaried Employees within Department	Position	Wage Level	Position Classification	Hourly Wage	Avg. Hours Per Week	# of Qtrs	# pay periods	Salaried Hours per week	Salaried Hours per week	Salaried Hours per week	Salaried Hours per week	Weeks Worked per term	Salary Hours per term	Pay for Salaried Hours	Fall Staff Development	Summer Preparation hours	Other Contracted Hours	Other Contract Hours per term	Pay for Other Contracted Hours	Total Hours	Position Yearly Pay	
								Summer Hours	Fall Hours	Winter Hours	Spring Hours	Salary Hours per term	Pay for Salaried Hours	Summer	Other	Pay	Hours	Pay				
1	3 Qtr Assistant Coordinator	1	Assistant Coordinator	\$9.65	15	3	19	0 0 0	15 14 210	15 11 165	15 11 165	36	540	\$5,209	\$274	30	0	0	30	\$289	570	\$5,498
2	4 Qtr Assistant Coordinator	1	Assistant Coordinator	\$9.65	15	4	24	15 9 135	15 14 210	15 11 165	15 11 165	45	675	\$6,511	\$271	30	0	0	30	\$289	705	\$6,801
3	3 Qtr Coordinator	2	Coordinator	\$10.37	15	3	19	0 0 0	15 14 210	15 11 165	15 11 165	36	540	\$5,600	\$295	30	0	0	30	\$311	570	\$5,911
4	4 Qtr Coordinator	2	Coordinator	\$10.37	15	4	24	15 9 135	15 14 210	15 11 165	15 11 165	45	675	\$7,000	\$292	30	0	0	30	\$311	705	\$7,311
5	3 Qtr Asst. Director	3	Assistant Director	\$10.56	15	3	19	0 0 0	15 14 210	15 11 165	15 11 165	36	540	\$5,704	\$300	30	0	0	30	\$317	570	\$6,021
6	4 Qtr Asst. Director	3	Assistant Director	\$10.56	15	4	24	15 9 135	15 14 210	15 11 165	15 11 165	45	675	\$7,130	\$297	30	0	0	30	\$317	705	\$7,447
7	4 Qtr Associate Director	4	Associate Director	\$11.09	17	4	24	17 9 153	17 14 238	17 11 187	17 11 187	45	765	\$8,486	\$354	30	0	0	30	\$333	795	\$8,819
8	4 Qtr Director	5	Director	\$11.58	19	4	24	19 9 171	19 14 266	19 11 209	19 11 209	45	855	\$9,897	\$412	30	0	0	30	\$347	885	\$10,244
9	4 Qtr Vice President	6	Vice President	\$12.78	19	4	24	19 9 171	19 14 266	19 11 209	19 11 209	45	855	\$10,928	\$455	30	0	0	30	\$383	885	\$11,311
10	4 Qtr President	7	AS President	\$13.02	25	4	24	25 9 225	25 14 350	25 11 275	25 11 275	45	1125	\$14,650	\$610	30	0	0	30	\$391	1155	\$15,041

1	1	President	7	President	\$13.02	25	4	24	25 9 225	25 14 350	25 11 275	25 11 275	45	1125	\$14,650	\$610	30	0	0	30	\$391	1155	\$15,041
2	2	VP Academic Affairs	6	Vice President	\$12.78	19	4	24	19 9 171	19 14 266	19 11 209	19 11 209	45	855	\$10,928	\$455	30	0	0	30	\$383	885	\$11,311
3	3	VP Activities	6	Vice President	\$12.78	19	4	24	19 9 171	19 14 266	19 11 209	19 11 209	45	855	\$10,928	\$455	30	0	0	30	\$383	885	\$11,311
4	4	VP Business & Operations	6	Vice President	\$12.78	19	4	24	19 9 171	19 14 266	19 11 209	19 11 209	45	855	\$10,928	\$455	30	0	0	30	\$383	885	\$11,311
5	5	VP Diversity	6	Vice President	\$12.78	19	4	24	19 9 171	19 14 266	19 11 209	19 11 209	45	855	\$10,928	\$455	30	0	0	30	\$383	885	\$11,311
6	6	VP Governmental Affairs	6	Vice President	\$12.78	19	4	24	19 9 171	19 14 266	19 11 209	19 11 209	45	855	\$10,928	\$455	30	0	0	30	\$383	885	\$11,311
7	7	VP Student Life	6	Vice President	\$12.78	19	4	24	19 9 171	19 14 266	19 11 209	19 11 209	45	855	\$10,928	\$455	30	0	0	30	\$383	885	\$11,311
8	8	Assessment Coordinator	2	Coordinator	\$10.37	15	4	24	0 0 0	15 14 210	15 11 165	15 11 165	36	540	\$5,600	\$233	30	0	40	70	\$726	610	\$6,325
9	1	REP Associate Director	4	Associate Director	\$11.09	17	4	24	17 9 153	17 14 238	17 11 187	17 11 187	45	765	\$8,486	\$354	30	0	0	30	\$333	795	\$8,819
10	2	Voter Coordinator	1	Assistant Coordinator	\$9.65	15	2	11	15 9 135	15 12 180	15 11 165	15 11 165	21	315	\$3,039	\$276	0	0	0	0	\$0	315	\$3,039
11	3	Committee Coordinator	2	Coordinator	\$10.37	15	3	19	0 0 0	15 14 210	15 11 165	15 11 165	36	540	\$5,600	\$295	30	0	0	30	\$311	570	\$5,911
12	4	Elections Board Chair			\$300 stipend				0 0 0	15 14 210	15 11 165	15 11 165	36	540	\$5,600	\$295	30	0	0	30	\$311	570	\$5,911
13	5	Elections Coordinator	2	Coordinator	\$10.37	15	3	19	0 0 0	10 14 140	35 11 385	10 11 110	36	635	\$6,585	\$347	30	0	0	30	\$311	665	\$6,896
14	6	Legislative Liaison	2	Coordinator	\$10.37	15	3	19	0 0 0														
15	7	Student Senate Chair*																					
16	1	Account Executive 1 (4 Qtr)	2	Coordinator	\$10.37	15	4	24	15 9 135	15 14 210	15 11 165	15 11 165	45	675	\$7,000	\$292	30	0	0	30	\$311	705	\$7,311
17	2	Account Executive 2 (4 Qtr)	2	Coordinator	\$10.37	15	4	24	15 9 135	15 14 210	15 11 165	15 11 165	45	675	\$7,000	\$292	30	0	0	30	\$311	705	\$7,311
18	3	Account Executive 3 (3 Qtr)	2	Coordinator	\$10.37	15	3	19	0 0 0	15 14 210	15 11 165	15 11 165	36	540	\$5,600	\$295	30	0	0	30	\$311	570	\$5,911
19	4	Distribution Coordinator	2	Coordinator	\$10.37	15	3	19	0 0 0	15 14 210	15 11 165	15 11 165	36	540	\$5,600	\$295	30	0	0	30	\$311	570	\$5,911
20	5	Lead Graphic Designer	1	Assistant Coordinator	\$9.65	15	4	24	15 9 135	15 14 210	15 11 165	15 11 165	45	675	\$6,511	\$271	30	0	0	30	\$289	705	\$6,801
21	6	Graphics Production Coordinator	2	Coordinator	\$10.37	15	3	19	0 0 0	15 14 210	15 11 165	15 11 165	36	540	\$5,600	\$295	30	0	0	30	\$311	570	\$5,911
22	1	Photographer	2	Coordinator	\$10.37	15	3	19	0 0 0	15 14 210	15 11 165	15 11 165	36	540	\$5,600	\$295	30	0	0	30	\$311	570	\$5,911
23	2	AS Review Editor in Chief	5	Director	\$11.58	19	3	19	0 0 0	19 14 266	19 11 209	19 11 209	36	684	\$7,918	\$417	30	0	0	30	\$347	714	\$8,265
24	3	AS Review Assistant Editor	1	Assistant Coordinator	\$9.65	15	3	19	0 0 0	15 14 210	15 11 165	15 11 165	36	540	\$5,209	\$274	30	0	0	30	\$289	570	\$5,498
25	1	Equipment Shop Coordinator	2	Coordinator	\$10.37	15	4	24	15 9 135	15 14 210	15 11 165	15 11 165	45	675	\$7,000	\$292	30	0	0	30	\$311	705	\$7,311
26	2	EDGE Coordinator	2	Coordinator	\$10.37	19	4	24	19 9 171	19 14 266	19 11 209	19 11 209	45	855	\$8,866	\$369	30	0	0	30	\$311	885	\$9,177
27	3	Excursion Coordinator (4 Qtr)	2	Coordinator	\$10.37	15	4	24	15 9 135	15 14 210	15 11 165	15 11 165	45	675	\$7,000	\$292	30	0	0	30	\$311	705	\$7,311
28	4	Excursion Asst. Coordinator	1	Assistant Coordinator	\$9.65	15	3	19	0 0 0	15 14 210	15 11 165	15 11 165	36	540	\$5,209	\$274	30	0	0	30	\$289	570	\$5,498
29	5	Marketing Resources Coordinator	2	Coordinator	\$10.37	15	3	19	0 0 0	15 14 210	15 11 165	15 11 165	36	540	\$5,600	\$295	30	0	0	30	\$311	570	\$5,911

Determining Base Hourly Rate for Salaried Employees

X	Minimum Wage @Start of Calendar Year	X	97%	\$9.32
Y	Base Hourly Rate for Salaried Employees	X+ 3.5% = Y	100%	\$9.65

Generic Position Calculator

Wage Level	Position Classification	Hourly % above Base	Wage Multiplier	Hourly Wage	New Salary	Current (13'-14') Salary	Difference	% Change	+ / -	Hours Per week
1	Assistant Coordinator (3 Qtr)	0.0%	100.0%	\$9.65	\$5,498.33	\$5,238.30	\$260.03	4.96%	Gain	15
	Assistant Coordinator(4 Qtr)	0.0%	100.0%	\$9.65	\$6,800.57	\$6,478.95	\$321.62	4.96%	Gain	15
2	Coordinator (3 Qtr)	7.5%	107.5%	\$10.37	\$5,910.71	\$5,739.90	\$170.81	2.98%	Gain	15
	Coordinator (4 Qtr)	7.5%	107.5%	\$10.37	\$7,310.61	\$7,099.35	\$211.26	2.98%	Gain	15
3	Assistant Director (3 Qtr)	9.5%	109.5%	\$10.56	\$6,020.68	\$5,500.50	\$520.18	9.46%	Gain	15
	Assistant Director (4 Qtr)	9.5%	109.5%	\$10.56	\$7,446.63	\$6,803.25	\$643.38	9.46%	Gain	15
4	Associate Director	15.0%	115.0%	\$11.09	\$8,819.04	\$8,275.95	\$543.09	6.56%	Gain	17
5	Director	20.0%	120.0%	\$11.58	\$10,244.26	\$9,743.85	\$500.41	5.14%	Gain	19
6	Vice President	32.5%	132.5%	\$12.78	\$11,311.38	\$11,292.60	\$18.78	0.17%	Gain	19
7	President	35.0%	135.0%	\$13.02	\$15,040.84	\$14,830.00	\$210.84	1.42%	Gain	25

Salary Rates starting Summer of Stated Calendar Year (Next Fiscal Year)

Summary Data

Wage Level	Position Classification	# Position Holders	Total New Salary Expense	Total Current Salary Expense	Difference	% Change
1	Assistant Coordinator (3 Qtr)	9	\$49,485	\$47,145	\$2,340	4.96%
	Assistant Coordinator (4 Qtr)	2	\$13,601	\$12,958	\$643	4.96%
2	Coordinator (3 Qtr)	31	\$183,232	\$177,937	\$5,295	2.98%
	Coordinator (4 Qtr)	15	\$109,659	\$106,490	\$3,169	2.98%
3	Assistant Director (3 Qtr)	3	\$18,062	\$16,502	\$1,561	9.46%
	Assistant Director (4 Qtr)	1	\$7,447	\$6,803	\$643	9.46%
4	Associate Director	2	\$17,638	\$16,552	\$1,086	6.56%
5	Director	8	\$81,954	\$77,951	\$4,003	5.14%
6	Vice President	6	\$67,868	\$67,756	\$113	0.17%
7	President	1	\$15,041	\$14,830	\$211	1.42%
	Other	4	\$17,421	\$17,045	\$376	2.20%
TOTAL		82	\$581,408	\$561,968	\$19,440	3.46%
		Fringe Benefits (3)	\$17,442	\$16,859	\$583	
Total Cost to Associated Students			\$598,851	\$578,827	\$20,023	3.46%

Western Washington University
Associated Students
Salary Base Determination Policy
February, 2010

This policy provides a set of guidelines for the AS Business Director, in consultation with the AS Personnel Committee to use in determining salary levels for the salaried personnel of the Associated Students.

1. Base Level Salary:

- a. The base level salary will be formulated by using a university hourly rate comparable to the duties of an Assistant Coordinator position. This hourly rate will then be multiplied by the total number of hours that the AS would expect a four- quarter assistant coordinator to work.
- b. The base level salary will not increase past the rate at which minimum wage increases.

2. Process:

- a. The AS Business Director, in consultation with the Personnel Committee will consider the following:
 - i. Projected and past increases in the minimum wage, if any, used by the Student Employment Center
 - ii. Salary and relative responsibility levels for other student positions on campus
 - iii. AS Programmatic needs as determined by the AS Board of Directors
 - iv. Projection of the Association Students Services and Activities Fee funding allocations
- b. Each position will be classified by the Personnel Committee. Based on this classification the AS Business Director, in consultation with the Personnel Committee, will provide the AS Board of Directors with the proposed rates for the next fiscal year during winter quarter.

3. Guidelines:

- a. The Associated Students recognizes and acknowledges the idea that the students of Western come from "diverse economic backgrounds" and that it is important that the opportunities provided by the AS be accessible to all students regardless of their economic background. It is for this reason that strong consideration should be given to the possibility that by choosing a given level for the salary base, a certain population of students will not be able to afford to take advantage of the opportunities available in the AS
- b. It should be made clear that the Associated Students is not able to completely offset the cost of attending Western for its employees. The AS offers the opportunity for its employees to gain practical experience and to

- grow personally. There are costs above and beyond the salaries associated with providing these opportunities.
- c. In providing services for students, it is the philosophy of the AS that this can be best accomplished and facilitated by students. The AS is committed to providing as much student employment as possible because it provides the opportunity to work for the benefit of other students and to gain active experience in an area of personal interest. Furthermore, it enhances the development and growth of students by providing work related experience.
 - d. Funding that is allocated to increase salaries will not be available for the programming that reaches out to the entire student body. There is a delicate balance involved between offering salaries that attract qualified applicants, offset the cost of attending Western, and enable a broad spectrum of students to take advantage of the opportunities. The AS must allow enough funding for the growth and development of the various programs that make up the AS

Amendments:

Amendments to this policy require a majority vote of the AS Board of Directors

Interpretation and Enforcement: AS Board of Directors, AS Business Director

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