

**Faculty Salary Policy Review Task Force
Recommended Philosophy and Policy
August 15, 2011**

Faculty Compensation Philosophy

Saint Mary's College celebrates the three traditions which have sustained it since its earliest years: liberal arts, Catholic and Lasallian. The College defends the goodness, dignity and freedom of each person, and fosters sensitivity to social and ethical concerns. The College seeks faculty from different social, economic and cultural backgrounds who come together to grow in knowledge, wisdom and love. The faculty salary policy reflects the mission, traditions and values of Saint Mary's College of California as they relate to the larger world and to internal operations.

The College recognizes that it must attract and retain outstanding faculty who are committed to the College's mission and to their own personal and professional growth. Thus, the College is committed to paying salaries according to the guiding principles of equity (internal fairness), stewardship (financial/fiscal prudence), and market forces (external competitiveness) to sustain a high quality education.

The following principles are derived from the College's mission:

- Enable faculty to support themselves and their dependents with dignity and an acceptable standard of living.
- Attract faculty to come to Saint Mary's College for reasons first and foremost aligned with the mission. While an interest in the mission by the faculty is necessary for a strong institution, the salary should be sufficient to attract and retain faculty in the San Francisco Bay Area.
- Recognize that the long-term financial viability of the College depends upon balancing institutional values such as fairness and concern for individual dignity with fiscal prudence and market competitiveness. In doing so, the faculty salary policy acknowledges that market forces are neither irrelevant to compensation practices nor sufficient as the sole justification for compensation practices.
- Specify the circumstances under which differential hiring will be utilized and state how differential pay will be implemented. Favoritism will be expressly disqualified.
- Assess both the market strategy of looking at extra compensation for "hard to hire" disciplines and for internal adjustments, the peer comparators, and the salary policy as a whole.

Salary Goals

1. The College should initially align the mid-point of each rank of base (or "on-scale") faculty salaries with the average of median salaries by disciplines (sans "hard-to-hire" disciplines) among our market peers (defined below) adjusted for a Bay Area/Moraga salary differential. We recognize that this goal may constrain our ability to compete for top candidates in our applicant pools.
2. The College will preserve a step system with six steps at the rank of Assistant Professor, six steps and the rank of Associate Professor, and will expand from the existing seven steps of Full Professor to 10.
3. The College should aim for internal fairness with a salary structure that is equitable across ranks and which has a range of salaries, from assistant through full professor.
4. To maintain internal fairness, off-scale salary differentials should be limited to a list of positions or "salary lines" designated "hard to fill" and that is developed by the Provost, in consultation with the Deans, and reported annually to the Senate.

5. Because off-scale enhancements to salary lines should be funded additionally to, and apart from, the yearly operating budget's faculty salary pool, additional endowment or other appropriate resources generated for the support of salary enhancements will be given priority by the Board of Trustees for the strategic purposes served by off-scale compensation; the College will therefore seek and find additional endowment and other resources to cover the cost of off-scale salary differentials.

Salary Administration

1. The change each year in the faculty salary budget (the "pool") will be a permanent part of the overall budget discussions of the College in collaboration with the Budget Committee. Therefore, the change should recognize the current and forecasted financial situation of the College, which may require temporary deviation from salary goals.
2. Competitiveness of faculty salaries will be determined by comparison to a group of 48 other institutions selected on the basis of similar Carnegie classification, funding, residential characteristics, NCAA Division I athletics, endowments, and AACSB accreditation. Additionally, all institutions in the WCC as well as 3 other Lasallian institutions are included.
 - 2.1 Salary data will be drawn, by disciplines, from the CUPA-HR (College and University Professional Association for Human Resources) National Faculty Salary Survey database for the most recent year available.
 - 2.2 A geographic (i.e. Moraga/San Francisco Bay Area) salary differential of 15% will be applied to the average salary of our peer group. The basis for this differential will be data from the Economic Research Institute and will be reviewed regularly as part of the review of policy implementation.
3. Salary supplements will be administered by the Provost in consultation with the Deans. The following protocols will be employed:
 - 3.1 Salary supplements should be considered for individuals in disciplines which have a market premium of at least 15% above the median salary at peer institutions at the time of initial appointment. These individuals must have a terminal degree in that discipline and an established or anticipated research program in that discipline.
 - 3.2 Salary supplements generally will be limited such that total salary does not exceed the median salary earned by faculty at the same rank and in the same discipline at peer group institutions adjusted for the Bay Area/Moraga. This "cap" will be re-assessed at each periodic review of the Salary Policy.
 - 3.3 The salary supplements -- amounts and underlying rationales -- will be disclosed to the Faculty Welfare Committee in the form of total number of positions within each rank and amount(s) expended for such enhancements. Faculty placement on the Rank and Tenure roster will continue to reflect salary scale placement.
 - 3.4 Positions that are not in disciplines which have a market premium and for which a salary supplement is contemplated (e.g., an endowed Professor) should be reviewed for a recommendation from the Faculty Welfare Committee to the Provost in advance of approving that position.
 - 3.5 Salary supplements may come with performance expectations identified and evaluated by the presiding Dean and Provost.

- 3.6 The CFO, working with Human Resources, will prepare an annual report detailing the amounts spent on salary enhancements, and the underlying funding sources.
4. Should the result of the process above deviate over time (either above or below) from goal salaries, adjustments shall be made to return to the goals as quickly as feasible, as recommended by the Task Force described below and reported annually by the Faculty Welfare Committee to the President and the Academic Senate.
 5. Every three years (beginning in 2011-2012), a Task Force will review the policy implementation to insure fair and consistent implementation according to the above goals and procedures based on trends in actual vs. goal salaries over time, rather than on annual achievement of a specific salary level. The Task Force, composed of: three members of the Faculty Welfare Committee, the Chief Financial Officer, the Vice President for Mission, the Chair of the Academic Senate, the Chairs of the Board of Trustee Finance and Academic Affairs Committees, the Director of Human Resources, and the Provost, shall review the implementation of the policy. The results of the review of policy implementation will be reported to the President, the Academic Senate, and the Board of Trustees.
 6. Every six years (beginning in 2017-18) the aforementioned Task Force shall review the policy itself to ascertain if it is meeting the needs of the College and its mission. Findings and recommendations from the review of the policy will be reported to the President, the Academic Senate, and the Board of Trustees.
 7. The Faculty Welfare Committee each year shall provide to the College community a comparison of current Saint Mary's faculty salaries with the salary goals as listed above.

¹ 1. Comparator Institutions: Bradley University, Peoria, IL, 2. Bryant University, Smithfield, RI, 3. Butler University, Indianapolis, IN. 4. Canisius College, Buffalo, NY. 5. Gonzaga University, Spokane, WA. 6. Loyola College, Baltimore, MD. 7. Marist College, Poughkeepsie, NY. 8. Mercer University, Macon GA. 9. Quinnipiac University, Hamden, CT. 10. St. Joseph's Univ., Philadelphia, PA. 11. Stetson University, Deland, FL. 12. Xavier University, Cincinnati, OH. 13. Belmont University, Nashville, TN. 14. Creighton University, Omaha, NE. 15. Drake University, Des Moines, IA. 16. Fairfield University, Fairfield, CT. 17. Iona College, New Rochelle, NY. 18. Jacksonville U., Jacksonville, FL. 19. La Salle University, Philadelphia, PA. 20. Univ. of Detroit Mercy, Detroit, MI. 21. Loyola Marymount, Los Angeles, CA. 22. Manhattan College, Bronx, NY. 23. Niagara University, Niagara, NY. 24. Sacred Heart Univ., Fairfield, CT. 25. St. Bonaventure U., Bonaventure, NY. 26. University of Portland, Portland, OR. 27. Villanova University, Villanova, PA. 28. Bellarmine University, Louisville, KY. 29. LeMoyne College, Syracuse, NY. 30. Rockhurst Univ., Kansas City, MO. 31. St. Mary's Univ., San Antonio, TX. 32. Seattle Pacific U., Seattle, WA. 33. Univ. of Scranton, Scranton, PA. 34. Campbell University, Buies Creek, NC. 35. Elon University, Elon, NC. 36. Hampton University, Hampton, VA. 37. Houston Baptist Univ., Houston, TX. 38. Lewis University, Romeoville, IL. 39. Mt. St. Mary's Univ., Emmitsburg, MD. 40. Providence College, Providence, RI. 41. St. Thomas Univ., Miami Gardens, FL. 42. Seattle University, Seattle, WA. 43. Univ. of Redlands, Redlands, CA. 44. Wagner College, Staten Island, NY. 45. Pepperdine University, Malibu, CA. 46. Santa Clara Univ., Santa Clara, CA. 47. Univ. of San Diego, San Diego, CA. 48. U. of San Francisco, San Francisco, CA