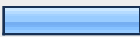
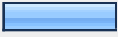


Faculty Salary Policy Survey 2010

1. How knowledgeable do you consider yourself about the current salary policy (e.g., Goal #1 comparisons to Pacific IIA schools, Goal #2 comparisons to WCC schools, etc.)?			Response Percent	Response Count
Very knowledgeable			20.7%	34
Somewhat knowledgeable			62.2%	102
Not knowledgeable			17.1%	28
			Comments:	27
			<i>answered question</i>	164
			<i>skipped question</i>	1





2. Based on what you know about the current salary policy, what do you perceive to be its greatest <u>strengths</u> ?			Response Count
			116
			<i>answered question</i>
			116
			<i>skipped question</i>
			49

3. Based on what you know about the current salary policy, what do you perceive to be its greatest <u>weaknesses</u> ?			Response Count
			124
			<i>answered question</i>
			124
			<i>skipped question</i>
			41











4. Over the past couple years the Administration has indicated – in numerous instances, both formally and informally – that it no longer supports the current salary policy, especially Goal #2. In September of 2008, Brother Ronald wrote that:

It is therefore my conclusion that the time has come to either remove Goal 2 from the Faculty Salary Policy or replace it with a goal that better reflects the academic, enrollment, financial and mission related realities of Saint Mary's College.


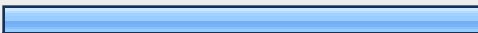
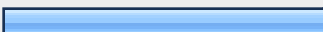
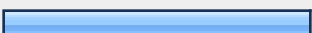




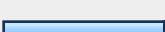
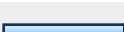

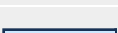
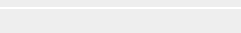
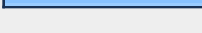







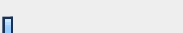

How should the faculty respond to the administration's withdrawal of support for the current policy?



		Response Percent	Response Count
The faculty should advocate for enforcement of the current policy, and engage the Administration to this effect.		44.0%	70
The faculty should work to preserve some parts of the existing policy, and discard or reformulate other parts. (Please specify what should be kept or discarded or reformulated in the text box below).		27.7%	44
The faculty should abandon the current policy and negotiate a completely new policy from the ground up.		17.0%	27
Don't know / no opinion.		11.3%	18
		Comments:	62
		answered question	159
		skipped question	6

5. Which factors are most important when selecting peer institutions for salary comparisons? Please select what you believe to be the three most relevant criteria. (INDICATE TOP THREE CHOICES.)


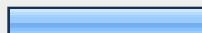
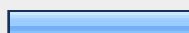


		Response Percent	Response Count
Geographic location.		41.3%	66
Cost of living.		90.6%	145
Similar demographics for enrolled students.		16.9%	27
Similar student applicant pools.		16.9%	27
Similar institutional size.		50.6%	81
Similar institutional mission.		24.4%	39
Similar financial resources / endowment.		35.0%	56
Current athletic rivalries.		4.4%	7
Don't know / no opinion.		0.6%	1
Other (please specify)		14.4%	23
		<i>answered question</i>	160
		<i>skipped question</i>	5

6. For SMC, which schools do you believe to be appropriate peer institutions? (Check all that apply.)

		Response Percent	Response Count
University of San Francisco		73.4%	116
Santa Clara University		74.1%	117
University of San Diego		49.4%	78
Loyola Marymount University		47.5%	75
Pepperdine University		36.7%	58
Gonzaga University		39.2%	62
University of Portland		34.2%	54
Mills College		43.0%	68
University of the Pacific		24.7%	39
Holy Names University		18.4%	29
University of Redlands		13.9%	22
Chapman University		17.1%	27
CSU – East Bay (formerly CSU – Hayward)		36.7%	58
San Francisco State University		30.4%	48
San Jose State University		19.6%	31
CSU – Sacramento		11.4%	18
Sonoma State University		13.9%	22
UC – Berkeley		12.7%	20
UC – Davis		6.3%	10
UC – Santa Cruz		5.1%	8
UC – Merced		0.6%	1
Manhattan College		27.2%	43
La Salle University		13.3%	21

Christian Brothers University		8.9%	14
Don't know / no opinion		7.0%	11
Other (please specify)		13.3%	21
		answered question	158
		skipped question	7

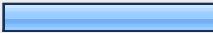
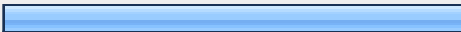

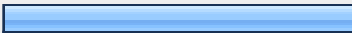

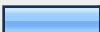
7. According to our current system, all tenure-track faculty are nominally paid from the same salary scale, with no distinctions between schools/programs/departments. (There are a few exceptions, but this assertion is true for the overwhelming majority of tenure-track faculty at SMC.) Do you support the use of a uniform salary scale, or do you think that SMC needs to utilize differential salary scales (i.e., Scales based on distinctions between schools/programs/departments but independent of merit pay)?

		Response Percent	Response Count
Strongly support uniform scale.		29.7%	47
Support uniform scale, but with some reservations.		29.7%	47
Support differential scales, but with some reservations.		27.8%	44
Strongly support differential scales.		9.5%	15
Don't know / no opinion.		3.2%	5
		Comments:	59
		answered question	158
		skipped question	7


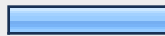



8. What do you see as the primary advantages of using a uniform salary scale?

		Response Count
		114
		answered question
		114
		skipped question
		51

9. What do you see as the primary advantages of using <u>differential</u> salary scales?		
		Response Count
		119
<i>answered question</i>		119
<i>skipped question</i>		46

10. If differential scales were to be used at SMC, then under what circumstances should they be employed? (Check all that apply.)			
		Response Percent	Response Count
Hiring from under-represented groups.		32.4%	47
Hard-to-hire disciplines or departments.		71.0%	103
Graduate faculty.		19.3%	28
Exceptional hires for senior positions (e.g. renowned record of scholarship)		53.8%	78
Don't know / no opinion.		6.9%	10
Other (please specify below)		14.5%	21
Please specify circumstances and/or add Comments:			40
<i>answered question</i>			145
<i>skipped question</i>			20


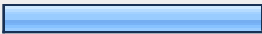

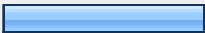

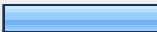
11. Our current salary system employs both automatic annual step increases within the assistant/associate/full professor regions of the salary scale, combined with merit-based assessments (i.e., the Rank and Tenure evaluations for tenure and promotion). Do you support the existing system, or do you believe that the College would be better served by switching to a merit pay system, where year-to-year salary adjustments would be determined by annual performance reviews? (*Under our current system, academic rank and salary are directly linked; with merit pay they can be partially or completely decoupled from one another.*)

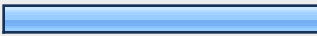




		Response Percent	Response Count
Strongly support automatic step increases with occasional R&T evaluations.		49.4%	76
Support automatic step increases, but have some reservations.		24.0%	37
Support merit pay, but have some reservations.		13.0%	20
Strongly support merit pay based on annual reviews.		12.3%	19
Don't know / no opinion.		1.3%	2
Comments:			57
		<i>answered question</i>	154
		<i>skipped question</i>	11




12. What do you see as the primary advantages of keeping automatic step increases?




		Response Count
		99
		<i>answered question</i>
		99
		<i>skipped question</i>
		66


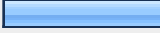
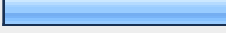
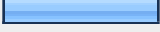
13. What do you see as the primary advantages of switching to annual merit-based pay adjustments?		
		Response Count
		96
<i>answered question</i>		96
<i>skipped question</i>		69


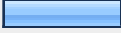
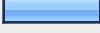
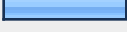
14. If merit pay were to be employed at SMC, then who should be responsible for conducting the annual evaluations? (Check all that apply.)			
		Response Percent	Response Count
Departmental Chairs.		37.1%	52
School Deans.		40.0%	56
The Provost.		22.1%	31
The Rank and Tenure Committee.		30.7%	43
Don't know / no opinion.		17.9%	25
Other (please specify below).		23.6%	33
		Comments:	56
		<i>answered question</i>	140
		<i>skipped question</i>	25

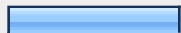
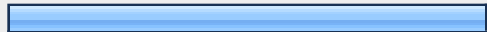
15. In our present system, faculty salaries are determined by academic rank (e.g. Associate II-4). Should salaries continue to be linked with Rank and Tenure placements, or should these be separate issues?			
		Response Percent	Response Count
Yes, they should continue to be linked.		48.7%	76
They should be partially linked, but with more flexibility (e.g., salary ranges – rather than discrete values – for each R&T level).		32.1%	50
No, they should not be linked – salary and R&T status are two separate issues.		12.2%	19
Don't know / no opinion.		5.1%	8
Other (please specify below).		1.9%	3
		Comments:	22
		answered question	156
		skipped question	9

16. What is your Rank and Tenure status?			
		Response Percent	Response Count
Adjunct, not on the tenure-track.		11.9%	18
On the tenure-track but not yet tenured.		14.6%	22
Tenured.		73.5%	111
		answered question	151
		skipped question	14

17. What is your current rank?			
		Response Percent	Response Count
Assistant Professor		13.9%	20
Associate Professor		36.8%	53
Full Professor		49.3%	71
		<i>answered question</i>	144
		<i>skipped question</i>	21

18. How long have you been at SMC?			
		Response Percent	Response Count
Less than 5 years.		17.6%	27
5 to 10 years.		24.2%	37
10 to 20 years.		34.6%	53
More than 20 years.		23.5%	36
		<i>answered question</i>	153
		<i>skipped question</i>	12

19. To which school do you belong?			
		Response Percent	Response Count
School of Liberal Arts		49.0%	74
School of Economics and Business Administration		17.9%	27
School of Education		14.6%	22
School of Science		18.5%	28
		<i>answered question</i>	151
		<i>skipped question</i>	14

20. Do you teach primarily at the graduate or undergraduate level?			
		Response Percent	Response Count
graduate		26.3%	40
undergraduate		73.7%	112
		<i>answered question</i>	152
		<i>skipped question</i>	13

21. Final comments. Please restrict your remarks to salary policy concerns, as opposed to workload or benefits issues.		
		Response Count
		50
		<i>answered question</i>
		50
		<i>skipped question</i>
		115