

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.)?				
	What is your current rank?			
	Assistant Professor	Associate Professor	Full Professor	Response Totals
Very knowledgeable	0.0% (0)	20.8% (11)	31.4% (22)	23.1% (33)
Somewhat knowledgeable	70.0% (14)	67.9% (36)	58.6% (41)	63.6% (91)
Not knowledgeable	30.0% (6)	11.3% (6)	10.0% (7)	13.3% (19)
Comments:	3 replies	10 replies	10 replies	23
<i>answered question</i>	20	53	70	143
<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> ?				
	What is your current rank?			
	Assistant Professor	Associate Professor	Full Professor	Response Count
	11 replies	45 replies	52 replies	108
<i>answered question</i>	11	45	52	108
<i>skipped question</i>				36

3. Based on what you know about the current salary policy, what do you perceive to be its greatest weaknesses?

	What is your current rank?			
	Assistant Professor	Associate Professor	Full Professor	Response Count
	14 replies	44 replies	54 replies	112
answered question	14	44	54	112
skipped question				32

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?

	What is your current rank?			
	Assistant Professor	Associate Professor	Full Professor	Response Totals
The faculty should advocate for enforcement of the current policy, and engage the Administration to this effect.	36.8% (7)	43.4% (23)	48.6% (34)	45.1% (64)
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).	26.3% (5)	35.8% (19)	18.6% (13)	26.1% (37)
The faculty should abandon the current policy and negotiate a completely new policy from the ground up.	5.3% (1)	15.1% (8)	24.3% (17)	18.3% (26)
Don't know / no opinion.	31.6% (6)	5.7% (3)	8.6% (6)	10.6% (15)
Comments:	5 replies	24 replies	27 replies	56
answered question	19	53	70	142
skipped question				2

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.)

	What is your current rank?			Response Totals
	Assistant Professor	Associate Professor	Full Professor	
Geographic location.	30.0% (6)	43.4% (23)	38.6% (27)	39.2% (56)
Cost of living.	80.0% (16)	96.2% (51)	88.6% (62)	90.2% (129)
Similar demographics for enrolled students.	5.0% (1)	17.0% (9)	21.4% (15)	17.5% (25)
Similar student applicant pools.	25.0% (5)	18.9% (10)	17.1% (12)	18.9% (27)
Similar institutional size.	35.0% (7)	56.6% (30)	47.1% (33)	49.0% (70)
Similar institutional mission.	20.0% (4)	20.8% (11)	30.0% (21)	25.2% (36)
Similar financial resources / endowment.	60.0% (12)	26.4% (14)	38.6% (27)	37.1% (53)
Current athletic rivalries.	0.0% (0)	5.7% (3)	4.3% (3)	4.2% (6)
Don't know / no opinion.	5.0% (1)	0.0% (0)	0.0% (0)	0.7% (1)
Other (please specify)	5 replies (25.0%)	9 replies (17.0%)	7 replies (10.0%)	14.7% (21)
<i>answered question</i>	20	53	70	143
<i>skipped question</i>				1

6. For SMC, which schools do you believe to be appropriate peer institutions? (Check all that apply.)				
	What is your current rank?			
	Assistant Professor	Associate Professor	Full Professor	Response Totals
University of San Francisco	65.0% (13)	84.9% (45)	68.1% (47)	73.9% (105)
Santa Clara University	65.0% (13)	83.0% (44)	68.1% (47)	73.2% (104)
University of San Diego	35.0% (7)	47.2% (25)	58.0% (40)	50.7% (72)
Loyola Marymount University	40.0% (8)	47.2% (25)	52.2% (36)	48.6% (69)
Pepperdine University	30.0% (6)	35.8% (19)	39.1% (27)	36.6% (52)
Gonzaga University	30.0% (6)	41.5% (22)	40.6% (28)	39.4% (56)
University of Portland	20.0% (4)	34.0% (18)	40.6% (28)	35.2% (50)
Mills College	55.0% (11)	39.6% (21)	39.1% (27)	41.5% (59)
University of the Pacific	30.0% (6)	28.3% (15)	23.2% (16)	26.1% (37)
Holy Names University	25.0% (5)	15.1% (8)	20.3% (14)	19.0% (27)
University of Redlands	10.0% (2)	15.1% (8)	15.9% (11)	14.8% (21)
Chapman University	30.0% (6)	22.6% (12)	11.6% (8)	18.3% (26)
CSU – East Bay (formerly CSU – Hayward)	45.0% (9)	35.8% (19)	34.8% (24)	36.6% (52)
San Francisco State University	40.0% (8)	37.7% (20)	24.6% (17)	31.7% (45)
San Jose State University	25.0% (5)	18.9% (10)	18.8% (13)	19.7% (28)

CSU – Sacramento	15.0% (3)	11.3% (6)	8.7% (6)	10.6% (15)
Sonoma State University	15.0% (3)	15.1% (8)	11.6% (8)	13.4% (19)
UC – Berkeley	15.0% (3)	18.9% (10)	7.2% (5)	12.7% (18)
UC – Davis	10.0% (2)	5.7% (3)	7.2% (5)	7.0% (10)
UC – Santa Cruz	15.0% (3)	7.5% (4)	1.4% (1)	5.6% (8)
UC – Merced	0.0% (0)	0.0% (0)	1.4% (1)	0.7% (1)
Manhattan College	25.0% (5)	28.3% (15)	29.0% (20)	28.2% (40)
La Salle University	20.0% (4)	7.5% (4)	13.0% (9)	12.0% (17)
Christian Brothers University	10.0% (2)	7.5% (4)	7.2% (5)	7.7% (11)
Don't know / no opinion	15.0% (3)	7.5% (4)	4.3% (3)	7.0% (10)
Other (please specify)	3 replies (15.0%)	5 replies (9.4%)	10 replies (14.5%)	12.7% (18)
<i>answered question</i>	20	53	69	142
<i>skipped question</i>				2

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)?

	What is your current rank?			
	Assistant Professor	Associate Professor	Full Professor	Response Totals
Strongly support uniform scale.	20.0% (4)	30.2% (16)	32.9% (23)	30.1% (43)
Support uniform scale, but with some reservations.	15.0% (3)	35.8% (19)	27.1% (19)	28.7% (41)
Support differential scales, but with some reservations.	40.0% (8)	18.9% (10)	31.4% (22)	28.0% (40)
Strongly support differential scales.	15.0% (3)	13.2% (7)	7.1% (5)	10.5% (15)
Don't know / no opinion.	10.0% (2)	1.9% (1)	1.4% (1)	2.8% (4)
Comments:	7 replies	17 replies	30 replies	54
answered question	20	53	70	143
skipped question				1

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

	What is your current rank?			
	Assistant Professor	Associate Professor	Full Professor	Response Count
	14 replies	40 replies	52 replies	106
answered question	14	40	52	106
skipped question				38

9. What do you see as the primary advantages of using <u>differential</u> salary scales?				
	What is your current rank?			
	Assistant Professor	Associate Professor	Full Professor	Response Count
	14 replies	42 replies	55 replies	111
answered question	14	42	55	111
skipped question				33

10. If differential scales were to be used at SMC, then under what circumstances should they be employed? (Check all that apply.)				
	What is your current rank?			
	Assistant Professor	Associate Professor	Full Professor	Response Totals
Hiring from under-represented groups.	31.6% (6)	19.6% (10)	41.9% (26)	31.8% (42)
Hard-to-hire disciplines or departments.	78.9% (15)	70.6% (36)	69.4% (43)	71.2% (94)
Graduate faculty.	31.6% (6)	19.6% (10)	17.7% (11)	20.5% (27)
Exceptional hires for senior positions (e.g. renowned record of scholarship)	63.2% (12)	52.9% (27)	50.0% (31)	53.0% (70)
Don't know / no opinion.	10.5% (2)	5.9% (3)	6.5% (4)	6.8% (9)
Other (please specify below)	10.5% (2)	25.5% (13)	8.1% (5)	15.2% (20)
Please specify circumstances and/or add Comments:	5 replies	16 replies	17 replies	38
answered question	19	51	62	132
skipped question				12

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.*)

	What is your current rank?			
	Assistant Professor	Associate Professor	Full Professor	Response Totals
Strongly support automatic step increases with occasional R&T evaluations.	55.0% (11)	46.2% (24)	53.6% (37)	51.1% (72)
Support automatic step increases, but have some reservations.	25.0% (5)	17.3% (9)	26.1% (18)	22.7% (32)
Support merit pay, but have some reservations.	5.0% (1)	19.2% (10)	11.6% (8)	13.5% (19)
Strongly support merit pay based on annual reviews.	10.0% (2)	17.3% (9)	7.2% (5)	11.3% (16)
Don't know / no opinion.	5.0% (1)	0.0% (0)	1.4% (1)	1.4% (2)
Comments:	6 replies	21 replies	24 replies	51
answered question	20	52	69	141
skipped question				3

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

	What is your current rank?			
	Assistant Professor	Associate Professor	Full Professor	Response Count
	14 replies	38 replies	43 replies	95
answered question	14	38	43	95
skipped question				49

13. What do you see as the primary advantages of switching to annual merit-based pay adjustments?				
	What is your current rank?			
	Assistant Professor	Associate Professor	Full Professor	Response Count
	13 replies	37 replies	41 replies	91
<i>answered question</i>	13	37	41	91
<i>skipped question</i>				53

14. If merit pay were to be employed at SMC, then who should be responsible for conducting the annual evaluations? (Check all that apply.)				
	What is your current rank?			
	Assistant Professor	Associate Professor	Full Professor	Response Totals
Departmental Chairs.	33.3% (6)	39.2% (20)	33.9% (20)	35.9% (46)
School Deans.	33.3% (6)	37.3% (19)	39.0% (23)	37.5% (48)
The Provost.	22.2% (4)	25.5% (13)	22.0% (13)	23.4% (30)
The Rank and Tenure Committee.	38.9% (7)	29.4% (15)	28.8% (17)	30.5% (39)
Don't know / no opinion.	27.8% (5)	17.6% (9)	16.9% (10)	18.8% (24)
Other (please specify below).	16.7% (3)	25.5% (13)	25.4% (15)	24.2% (31)
Comments:	4 replies	20 replies	28 replies	52
<i>answered question</i>	18	51	59	128
<i>skipped question</i>				16

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?				
	What is your current rank?			
	Assistant Professor	Associate Professor	Full Professor	Response Totals
Yes, they should continue to be linked.	36.8% (7)	45.3% (24)	54.9% (39)	49.0% (70)
They should be partially linked, but with more flexibility (e.g., salary ranges – rather than discrete values – for each R&T level).	36.8% (7)	30.2% (16)	31.0% (22)	31.5% (45)
No, they should not be linked – salary and R&T status are two separate issues.	5.3% (1)	20.8% (11)	8.5% (6)	12.6% (18)
Don't know / no opinion.	15.8% (3)	3.8% (2)	2.8% (2)	4.9% (7)
Other (please specify below).	5.3% (1)	0.0% (0)	2.8% (2)	2.1% (3)
Comments:	4 replies	3 replies	13 replies	20
<i>answered question</i>	19	53	71	143
<i>skipped question</i>				1

16. What is your Rank and Tenure status?				
	What is your current rank?			
	Assistant Professor	Associate Professor	Full Professor	Response Totals
Adjunct, not on the tenure-track.	0.0% (0)	19.6% (10)	0.0% (0)	7.1% (10)
On the tenure-track but not yet tenured.	94.7% (18)	5.9% (3)	1.4% (1)	15.6% (22)
Tenured.	5.3% (1)	74.5% (38)	98.6% (70)	77.3% (109)
<i>answered question</i>	19	51	71	141
<i>skipped question</i>				3

17. What is your current rank?				
	What is your current rank?			
	Assistant Professor	Associate Professor	Full Professor	Response Totals
Assistant Professor	100.0% (20)	0.0% (0)	0.0% (0)	13.9% (20)
Associate Professor	0.0% (0)	100.0% (53)	0.0% (0)	36.8% (53)
Full Professor	0.0% (0)	0.0% (0)	100.0% (71)	49.3% (71)
answered question	20	53	71	144
skipped question				0

18. How long have you been at SMC?				
	What is your current rank?			
	Assistant Professor	Associate Professor	Full Professor	Response Totals
Less than 5 years.	89.5% (17)	7.5% (4)	5.6% (4)	17.5% (25)
5 to 10 years.	5.3% (1)	52.8% (28)	7.0% (5)	23.8% (34)
10 to 20 years.	5.3% (1)	26.4% (14)	50.7% (36)	35.7% (51)
More than 20 years.	0.0% (0)	13.2% (7)	36.6% (26)	23.1% (33)
answered question	19	53	71	143
skipped question				1

19. To which school do you belong?				
	What is your current rank?			
	Assistant Professor	Associate Professor	Full Professor	Response Totals
School of Liberal Arts	52.6% (10)	47.1% (24)	46.5% (33)	47.5% (67)
School of Economics and Business Administration	26.3% (5)	21.6% (11)	15.5% (11)	19.1% (27)
School of Education	5.3% (1)	17.6% (9)	14.1% (10)	14.2% (20)
School of Science	15.8% (3)	13.7% (7)	23.9% (17)	19.1% (27)
answered question	19	51	71	141
skipped question				3

20. Do you teach primarily at the graduate or undergraduate level?				
	What is your current rank?			
	Assistant Professor	Associate Professor	Full Professor	Response Totals
graduate	31.6% (6)	25.0% (13)	25.4% (18)	26.1% (37)
undergraduate	68.4% (13)	75.0% (39)	74.6% (53)	73.9% (105)
answered question	19	52	71	142
skipped question				2

21. Final comments. Please restrict your remarks to salary policy concerns, as opposed to workload or benefits issues.

	What is your current rank?			
	Assistant Professor	Associate Professor	Full Professor	Response Count
	6 replies	19 replies	22 replies	47
<i>answered question</i>	6	19	22	47
<i>skipped question</i>				97