

# 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.)?					
	To which school do you belong?				
	School of Liberal Arts	School of Economics and Business Administration	School of Education	School of Science	Response Totals
Very knowledgeable	16.2% (12)	18.5% (5)	28.6% (6)	39.3% (11)	22.7% (34)
Somewhat knowledgeable	<b>67.6% (50)</b>	<b>66.7% (18)</b>	<b>57.1% (12)</b>	<b>50.0% (14)</b>	<b>62.7% (94)</b>
Not knowledgeable	16.2% (12)	14.8% (4)	14.3% (3)	10.7% (3)	14.7% (22)
Comments:	11 replies	2 replies	7 replies	6 replies	26
<b><i>answered question</i></b>	74	27	21	28	<b>150</b>
<b><i>skipped question</i></b>					<b>1</b>

2. Based on what you know about the current salary policy, what do you perceive to be its greatest <u>strengths</u> ?					
	To which school do you belong?				
	School of Liberal Arts	School of Economics and Business Administration	School of Education	School of Science	Response Count
	50 replies	21 replies	19 replies	21 replies	111
<b><i>answered question</i></b>	50	21	19	21	<b>111</b>
<b><i>skipped question</i></b>					<b>40</b>

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

	To which school do you belong?				
	School of Liberal Arts	School of Economics and Business Administration	School of Education	School of Science	Response Count
	53 replies	23 replies	20 replies	22 replies	118
<i>answered question</i>	53	23	20	22	118
<i>skipped question</i>					33

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?

	To which school do you belong?				
	School of Liberal Arts	School of Economics and Business Administration	School of Education	School of Science	Response Totals
The faculty should advocate for enforcement of the current policy, and engage the Administration to this effect.	43.8% (32)	37.0% (10)	66.7% (14)	35.7% (10)	44.3% (66)
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).	26.0% (19)	29.6% (8)	14.3% (3)	39.3% (11)	27.5% (41)
The faculty should abandon the current policy and negotiate a completely new policy from the ground up.	16.4% (12)	18.5% (5)	19.0% (4)	17.9% (5)	17.4% (26)
Don't know / no opinion.	13.7% (10)	14.8% (4)	0.0% (0)	7.1% (2)	10.7% (16)
Comments:	27 replies	6 replies	12 replies	15 replies	60
<b>answered question</b>	73	27	21	28	149
<b>skipped question</b>					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.)**

	To which school do you belong?				
	School of Liberal Arts	School of Economics and Business Administration	School of Education	School of Science	Response Totals
Geographic location.	36.5% (27)	63.0% (17)	38.1% (8)	32.1% (9)	40.7% (61)
Cost of living.	<b>89.2%</b> <b>(66)</b>	<b>81.5%</b> <b>(22)</b>	<b>100.0%</b> <b>(21)</b>	<b>92.9%</b> <b>(26)</b>	<b>90.0%</b> <b>(135)</b>
Similar demographics for enrolled students.	14.9% (11)	25.9% (7)	14.3% (3)	17.9% (5)	17.3% (26)
Similar student applicant pools.	17.6% (13)	22.2% (6)	14.3% (3)	17.9% (5)	18.0% (27)
Similar institutional size.	52.7% (39)	37.0% (10)	66.7% (14)	42.9% (12)	50.0% (75)
Similar institutional mission.	29.7% (22)	18.5% (5)	19.0% (4)	21.4% (6)	24.7% (37)
Similar financial resources / endowment.	36.5% (27)	37.0% (10)	47.6% (10)	25.0% (7)	36.0% (54)
Current athletic rivalries.	8.1% (6)	0.0% (0)	0.0% (0)	3.6% (1)	4.7% (7)
Don't know / no opinion.	1.4% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.7% (1)
Other (please specify)	10 replies (13.5%)	4 replies (14.8%)	1 reply (4.8%)	6 replies (21.4%)	14.0% (21)
<b><i>answered question</i></b>	<b>74</b>	<b>27</b>	<b>21</b>	<b>28</b>	<b>150</b>
<b><i>skipped question</i></b>					<b>1</b>

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

	To which school do you belong?				Response Totals
	School of Liberal Arts	School of Economics and Business Administration	School of Education	School of Science	
University of San Francisco	73.0% (54)	<b>92.6%</b> <b>(25)</b>	<b>65.0%</b> <b>(13)</b>	<b>67.9%</b> <b>(19)</b>	74.5% (111)
Santa Clara University	<b>78.4%</b> <b>(58)</b>	81.5% (22)	<b>65.0%</b> <b>(13)</b>	<b>67.9%</b> <b>(19)</b>	<b>75.2%</b> <b>(112)</b>
University of San Diego	55.4% (41)	55.6% (15)	30.0% (6)	50.0% (14)	51.0% (76)
Loyola Marymount University	51.4% (38)	48.1% (13)	40.0% (8)	50.0% (14)	49.0% (73)
Pepperdine University	35.1% (26)	55.6% (15)	35.0% (7)	28.6% (8)	37.6% (56)
Gonzaga University	47.3% (35)	44.4% (12)	25.0% (5)	28.6% (8)	40.3% (60)
University of Portland	37.8% (28)	37.0% (10)	20.0% (4)	39.3% (11)	35.6% (53)
Mills College	51.4% (38)	33.3% (9)	40.0% (8)	32.1% (9)	43.0% (64)
University of the Pacific	23.0% (17)	33.3% (9)	20.0% (4)	28.6% (8)	25.5% (38)
Holy Names University	18.9% (14)	18.5% (5)	30.0% (6)	10.7% (3)	18.8% (28)
University of Redlands	9.5% (7)	18.5% (5)	10.0% (2)	28.6% (8)	14.8% (22)
Chapman University	16.2% (12)	25.9% (7)	20.0% (4)	14.3% (4)	18.1% (27)
CSU – East Bay (formerly CSU – Hayward)	35.1% (26)	44.4% (12)	35.0% (7)	39.3% (11)	37.6% (56)
San Francisco State University	31.1% (23)	29.6% (8)	20.0% (4)	42.9% (12)	31.5% (47)

San Jose State University	17.6% (13)	25.9% (7)	10.0% (2)	32.1% (9)	20.8% (31)
CSU – Sacramento	9.5% (7)	18.5% (5)	0.0% (0)	17.9% (5)	11.4% (17)
Sonoma State University	9.5% (7)	18.5% (5)	5.0% (1)	28.6% (8)	14.1% (21)
UC – Berkeley	13.5% (10)	18.5% (5)	10.0% (2)	10.7% (3)	13.4% (20)
UC – Davis	2.7% (2)	18.5% (5)	0.0% (0)	10.7% (3)	6.7% (10)
UC – Santa Cruz	4.1% (3)	7.4% (2)	0.0% (0)	10.7% (3)	5.4% (8)
UC – Merced	0.0% (0)	0.0% (0)	0.0% (0)	3.6% (1)	0.7% (1)
Manhattan College	29.7% (22)	18.5% (5)	30.0% (6)	32.1% (9)	28.2% (42)
La Salle University	16.2% (12)	11.1% (3)	20.0% (4)	7.1% (2)	14.1% (21)
Christian Brothers University	14.9% (11)	3.7% (1)	10.0% (2)	0.0% (0)	9.4% (14)
Don't know / no opinion	2.7% (2)	0.0% (0)	10.0% (2)	14.3% (4)	5.4% (8)
Other (please specify)	11 replies (14.9%)	1 reply (3.7%)	5 replies (25.0%)	4 replies (14.3%)	14.1% (21)
<b><i>answered question</i></b>	<b>74</b>	<b>27</b>	<b>20</b>	<b>28</b>	<b>149</b>
<b><i>skipped question</i></b>					<b>2</b>

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)?

	To which school do you belong?				
	School of Liberal Arts	School of Economics and Business Administration	School of Education	School of Science	Response Totals
Strongly support uniform scale.	35.1% (26)	7.4% (2)	45.5% (10)	29.6% (8)	30.7% (46)
Support uniform scale, but with some reservations.	35.1% (26)	7.4% (2)	31.8% (7)	33.3% (9)	29.3% (44)
Support differential scales, but with some reservations.	23.0% (17)	37.0% (10)	22.7% (5)	37.0% (10)	28.0% (42)
Strongly support differential scales.	1.4% (1)	48.1% (13)	0.0% (0)	0.0% (0)	9.3% (14)
Don't know / no opinion.	5.4% (4)	0.0% (0)	0.0% (0)	0.0% (0)	2.7% (4)
Comments:	27 replies	12 replies	11 replies	8 replies	58
<b>answered question</b>	74	27	22	27	150
<b>skipped question</b>					1

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

	To which school do you belong?				
	School of Liberal Arts	School of Economics and Business Administration	School of Education	School of Science	Response Count
	54 replies	22 replies	18 replies	18 replies	112
<b>answered question</b>	54	22	18	18	112
<b>skipped question</b>					39

9. What do you see as the primary advantages of using <u>differential</u> salary scales?					
	To which school do you belong?				
	School of Liberal Arts	School of Economics and Business Administration	School of Education	School of Science	Response Count
	52 replies	25 replies	19 replies	20 replies	116
<i>answered question</i>	52	25	19	20	116
<i>skipped question</i>					35

**10. If differential scales were to be used at SMC, then under what circumstances should they be employed? (Check all that apply.)**

	To which school do you belong?				
	School of Liberal Arts	School of Economics and Business Administration	School of Education	School of Science	Response Totals
Hiring from under-represented groups.	43.9% (29)	18.5% (5)	42.1% (8)	16.0% (4)	33.6% (46)
Hard-to-hire disciplines or departments.	<b>62.1%</b> <b>(41)</b>	<b>92.6%</b> <b>(25)</b>	<b>78.9%</b> <b>(15)</b>	<b>64.0%</b> <b>(16)</b>	<b>70.8%</b> <b>(97)</b>
Graduate faculty.	12.1% (8)	59.3% (16)	5.3% (1)	8.0% (2)	19.7% (27)
Exceptional hires for senior positions (e.g. renowned record of scholarship)	56.1% (37)	55.6% (15)	63.2% (12)	40.0% (10)	54.0% (74)
Don't know / no opinion.	12.1% (8)	0.0% (0)	0.0% (0)	8.0% (2)	7.3% (10)
Other (please specify below)	10.6% (7)	11.1% (3)	26.3% (5)	20.0% (5)	14.6% (20)
Please specify circumstances and/or add Comments:	16 replies	5 replies	10 replies	8 replies	39
<b><i>answered question</i></b>	66	27	19	25	<b>137</b>
<b><i>skipped question</i></b>					<b>14</b>

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.*)

	To which school do you belong?				Response Totals
	School of Liberal Arts	School of Economics and Business Administration	School of Education	School of Science	
Strongly support automatic step increases with occasional R&T evaluations.	49.3% (36)	33.3% (9)	54.5% (12)	59.3% (16)	49.0% (73)
Support automatic step increases, but have some reservations.	24.7% (18)	29.6% (8)	18.2% (4)	18.5% (5)	23.5% (35)
Support merit pay, but have some reservations.	13.7% (10)	3.7% (1)	18.2% (4)	18.5% (5)	13.4% (20)
Strongly support merit pay based on annual reviews.	9.6% (7)	33.3% (9)	9.1% (2)	3.7% (1)	12.8% (19)
Don't know / no opinion.	2.7% (2)	0.0% (0)	0.0% (0)	0.0% (0)	1.3% (2)
Comments:	26 replies	7 replies	11 replies	11 replies	55
<b><i>answered question</i></b>	73	27	22	27	149
<b><i>skipped question</i></b>					2

12. What do you see as the primary advantages of keeping automatic step increases?					
	To which school do you belong?				
	School of Liberal Arts	School of Economics and Business Administration	School of Education	School of Science	Response Count
	41 replies	21 replies	18 replies	18 replies	98
<i>answered question</i>	41	21	18	18	<b>98</b>
<i>skipped question</i>					<b>53</b>

13. What do you see as the primary advantages of switching to annual merit-based pay adjustments?					
	To which school do you belong?				
	School of Liberal Arts	School of Economics and Business Administration	School of Education	School of Science	Response Count
	42 replies	21 replies	16 replies	16 replies	95
<i>answered question</i>	42	21	16	16	<b>95</b>
<i>skipped question</i>					<b>56</b>

**14. If merit pay were to be employed at SMC, then who should be responsible for conducting the annual evaluations? (Check all that apply.)**

	To which school do you belong?				
	School of Liberal Arts	School of Economics and Business Administration	School of Education	School of Science	Response Totals
Departmental Chairs.	40.0% (26)	<b>61.5%</b> <b>(16)</b>	9.5% (2)	29.2% (7)	37.5% (51)
School Deans.	<b>43.1%</b> <b>(28)</b>	57.7% (15)	19.0% (4)	<b>33.3%</b> <b>(8)</b>	<b>40.4%</b> <b>(55)</b>
The Provost.	23.1% (15)	34.6% (9)	9.5% (2)	20.8% (5)	22.8% (31)
The Rank and Tenure Committee.	40.0% (26)	23.1% (6)	14.3% (3)	29.2% (7)	30.9% (42)
Don't know / no opinion.	16.9% (11)	11.5% (3)	23.8% (5)	20.8% (5)	17.6% (24)
Other (please specify below).	16.9% (11)	19.2% (5)	<b>57.1%</b> <b>(12)</b>	16.7% (4)	23.5% (32)
Comments:	22 replies	8 replies	15 replies	9 replies	54
<b><i>answered question</i></b>	65	26	21	24	<b>136</b>
<b><i>skipped question</i></b>					<b>15</b>

**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?**

	To which school do you belong?				
	School of Liberal Arts	School of Economics and Business Administration	School of Education	School of Science	Response Totals
Yes, they should continue to be linked.	<b>54.1%</b> (40)	29.6% (8)	<b>59.1%</b> (13)	<b>42.9%</b> (12)	<b>48.3%</b> (73)
They should be partially linked, but with more flexibility (e.g., salary ranges – rather than discrete values – for each R&T level).	29.7% (22)	<b>33.3%</b> (9)	22.7% (5)	<b>42.9%</b> (12)	31.8% (48)
No, they should not be linked – salary and R&T status are two separate issues.	8.1% (6)	29.6% (8)	13.6% (3)	7.1% (2)	12.6% (19)
Don't know / no opinion.	6.8% (5)	7.4% (2)	0.0% (0)	3.6% (1)	5.3% (8)
Other (please specify below).	1.4% (1)	0.0% (0)	4.5% (1)	3.6% (1)	2.0% (3)
Comments:	9 replies	3 replies	5 replies	5 replies	22
<b><i>answered question</i></b>	74	27	22	28	<b>151</b>
<b><i>skipped question</i></b>					<b>0</b>

16. What is your Rank and Tenure status?					
	To which school do you belong?				
	School of Liberal Arts	School of Economics and Business Administration	School of Education	School of Science	Response Totals
Adjunct, not on the tenure-track.	12.2% (9)	11.1% (3)	27.3% (6)	0.0% (0)	11.9% (18)
On the tenure-track but not yet tenured.	14.9% (11)	25.9% (7)	4.5% (1)	10.7% (3)	14.6% (22)
Tenured.	<b>73.0%</b> <b>(54)</b>	<b>63.0%</b> <b>(17)</b>	<b>68.2%</b> <b>(15)</b>	<b>89.3%</b> <b>(25)</b>	<b>73.5%</b> <b>(111)</b>
<b><i>answered question</i></b>	74	27	22	28	151
<b><i>skipped question</i></b>					<b>0</b>

17. What is your current rank?					
	To which school do you belong?				
	School of Liberal Arts	School of Economics and Business Administration	School of Education	School of Science	Response Totals
Assistant Professor	14.9% (10)	18.5% (5)	5.0% (1)	11.1% (3)	13.5% (19)
Associate Professor	35.8% (24)	<b>40.7%</b> <b>(11)</b>	45.0% (9)	25.9% (7)	36.2% (51)
Full Professor	<b>49.3%</b> <b>(33)</b>	<b>40.7%</b> <b>(11)</b>	<b>50.0%</b> <b>(10)</b>	<b>63.0%</b> <b>(17)</b>	<b>50.4%</b> <b>(71)</b>
<b><i>answered question</i></b>	67	27	20	27	141
<b><i>skipped question</i></b>					<b>10</b>

18. How long have you been at SMC?					
	To which school do you belong?				
	School of Liberal Arts	School of Economics and Business Administration	School of Education	School of Science	Response Totals
Less than 5 years.	17.6% (13)	<b>29.6%</b> <b>(8)</b>	9.1% (2)	10.7% (3)	17.2% (26)
5 to 10 years.	24.3% (18)	<b>29.6%</b> <b>(8)</b>	18.2% (4)	21.4% (6)	23.8% (36)
10 to 20 years.	<b>31.1%</b> <b>(23)</b>	22.2% (6)	<b>63.6%</b> <b>(14)</b>	<b>35.7%</b> <b>(10)</b>	<b>35.1%</b> <b>(53)</b>
More than 20 years.	27.0% (20)	18.5% (5)	9.1% (2)	32.1% (9)	23.8% (36)
<b>answered question</b>	74	27	22	28	<b>151</b>
<b>skipped question</b>					<b>0</b>

19. To which school do you belong?					
	To which school do you belong?				
	School of Liberal Arts	School of Economics and Business Administration	School of Education	School of Science	Response Totals
School of Liberal Arts	<b>100.0%</b> <b>(74)</b>	0.0% (0)	0.0% (0)	0.0% (0)	<b>49.0%</b> <b>(74)</b>
School of Economics and Business Administration	0.0% (0)	<b>100.0%</b> <b>(27)</b>	0.0% (0)	0.0% (0)	17.9% (27)
School of Education	0.0% (0)	0.0% (0)	<b>100.0%</b> <b>(22)</b>	0.0% (0)	14.6% (22)
School of Science	0.0% (0)	0.0% (0)	0.0% (0)	<b>100.0%</b> <b>(28)</b>	18.5% (28)
<b>answered question</b>	74	27	22	28	<b>151</b>
<b>skipped question</b>					<b>0</b>

20. Do you teach primarily at the graduate or undergraduate level?					
	To which school do you belong?				
	School of Liberal Arts	School of Economics and Business Administration	School of Education	School of Science	Response Totals
graduate	4.1% (3)	55.6% (15)	100.0% (22)	0.0% (0)	26.7% (40)
undergraduate	95.9% (71)	44.4% (12)	0.0% (0)	100.0% (27)	73.3% (110)
<b>answered question</b>	74	27	22	27	150
<b>skipped question</b>					1

21. Final comments. Please restrict your remarks to salary policy concerns, as opposed to workload or benefits issues.					
	To which school do you belong?				
	School of Liberal Arts	School of Economics and Business Administration	School of Education	School of Science	Response Count
	22 replies	8 replies	9 replies	10 replies	49
<b>answered question</b>	22	8	9	10	49
<b>skipped question</b>					102