

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 Rank and Tenure status?			
	Adjunct, not on the tenure-track.	On the tenure-track but not yet tenured.	Tenured.	Response Totals
Very knowledgeable	0.0% (0)	4.5% (1)	30.0% (33)	22.7% (34)
Somewhat knowledgeable	72.2% (13)	77.3% (17)	58.2% (64)	62.7% (94)
Not knowledgeable	27.8% (5)	18.2% (4)	11.8% (13)	14.7% (22)
Comments:	3 replies	4 replies	19 replies	26
<i>answered question</i>	18	22	110	150
<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 Rank and Tenure status?			
	Adjunct, not on the tenure-track.	On the tenure-track but not yet tenured.	Tenured.	Response Count
	9 replies	14 replies	88 replies	111
<i>answered question</i>	9	14	88	111
<i>skipped question</i>				40

3. Based on what you know about the current salary policy, what do you perceive to be its greatest <u>weaknesses</u> ?				
	What is your Rank and Tenure status?			
	Adjunct, not on the tenure-track.	On the tenure-track but not yet tenured.	Tenured.	Response Count
	11 replies	16 replies	91 replies	118
answered question	11	16	91	118
skipped question				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:				
<i>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.</i>				
How should the faculty respond to the administration's withdrawal of support for the current policy?				
	What is your Rank and Tenure status?			
	Adjunct, not on the tenure-track.	On the tenure-track but not yet tenured.	Tenured.	Response Totals
The faculty should advocate for enforcement of the current policy, and engage the Administration to this effect.	38.9% (7)	28.6% (6)	48.2% (53)	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).	38.9% (7)	33.3% (7)	24.5% (27)	27.5% (41)
The faculty should abandon the current policy and negotiate a completely new policy from the ground up.	5.6% (1)	14.3% (3)	20.0% (22)	17.4% (26)
Don't know / no opinion.	16.7% (3)	23.8% (5)	7.3% (8)	10.7% (16)
Comments:	7 replies	7 replies	46 replies	60
answered question	18	21	110	149
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 Rank and Tenure status?			
	Adjunct, not on the tenure-track.	On the tenure-track but not yet tenured.	Tenured.	Response Totals
Geographic location.	55.6% (10)	36.4% (8)	39.1% (43)	40.7% (61)
Cost of living.	94.4% (17)	77.3% (17)	91.8% (101)	90.0% (135)
Similar demographics for enrolled students.	27.8% (5)	13.6% (3)	16.4% (18)	17.3% (26)
Similar student applicant pools.	16.7% (3)	22.7% (5)	17.3% (19)	18.0% (27)
Similar institutional size.	77.8% (14)	36.4% (8)	48.2% (53)	50.0% (75)
Similar institutional mission.	16.7% (3)	18.2% (4)	27.3% (30)	24.7% (37)
Similar financial resources / endowment.	16.7% (3)	50.0% (11)	36.4% (40)	36.0% (54)
Current athletic rivalries.	5.6% (1)	0.0% (0)	5.5% (6)	4.7% (7)
Don't know / no opinion.	0.0% (0)	4.5% (1)	0.0% (0)	0.7% (1)
Other (please specify)	2 replies (11.1%)	7 replies (31.8%)	12 replies (10.9%)	14.0% (21)
<i>answered question</i>	18	22	110	150
<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 Rank and Tenure status?			
	Adjunct, not on the tenure-track.	On the tenure-track but not yet tenured.	Tenured.	Response Totals
University of San Francisco	72.2% (13)	77.3% (17)	74.3% (81)	74.5% (111)
Santa Clara University	94.4% (17)	77.3% (17)	71.6% (78)	75.2% (112)
University of San Diego	44.4% (8)	36.4% (8)	55.0% (60)	51.0% (76)
Loyola Marymount University	38.9% (7)	40.9% (9)	52.3% (57)	49.0% (73)
Pepperdine University	27.8% (5)	36.4% (8)	39.4% (43)	37.6% (56)
Gonzaga University	38.9% (7)	27.3% (6)	43.1% (47)	40.3% (60)
University of Portland	27.8% (5)	18.2% (4)	40.4% (44)	35.6% (53)
Mills College	50.0% (9)	50.0% (11)	40.4% (44)	43.0% (64)
University of the Pacific	16.7% (3)	31.8% (7)	25.7% (28)	25.5% (38)
Holy Names University	22.2% (4)	18.2% (4)	18.3% (20)	18.8% (28)
University of Redlands	0.0% (0)	9.1% (2)	18.3% (20)	14.8% (22)
Chapman University	22.2% (4)	27.3% (6)	15.6% (17)	18.1% (27)
CSU – East Bay (formerly CSU – Hayward)	44.4% (8)	40.9% (9)	35.8% (39)	37.6% (56)
San Francisco State University	33.3% (6)	40.9% (9)	29.4% (32)	31.5% (47)
San Jose State University	16.7% (3)	27.3% (6)	20.2% (22)	20.8% (31)

CSU – Sacramento	11.1% (2)	18.2% (4)	10.1% (11)	11.4% (17)
Sonoma State University	5.6% (1)	18.2% (4)	14.7% (16)	14.1% (21)
UC – Berkeley	16.7% (3)	22.7% (5)	11.0% (12)	13.4% (20)
UC – Davis	0.0% (0)	18.2% (4)	5.5% (6)	6.7% (10)
UC – Santa Cruz	5.6% (1)	13.6% (3)	3.7% (4)	5.4% (8)
UC – Merced	0.0% (0)	0.0% (0)	0.9% (1)	0.7% (1)
Manhattan College	16.7% (3)	22.7% (5)	31.2% (34)	28.2% (42)
La Salle University	22.2% (4)	18.2% (4)	11.9% (13)	14.1% (21)
Christian Brothers University	22.2% (4)	9.1% (2)	7.3% (8)	9.4% (14)
Don't know / no opinion	0.0% (0)	9.1% (2)	5.5% (6)	5.4% (8)
Other (please specify)	3 replies (16.7%)	3 replies (13.6%)	15 replies (13.8%)	14.1% (21)
<i>answered question</i>	18	22	109	149
<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 Rank and Tenure status?			
	Adjunct, not on the tenure-track.	On the tenure-track but not yet tenured.	Tenured.	Response Totals
Strongly support uniform scale.	33.3% (6)	13.6% (3)	33.6% (37)	30.7% (46)
Support uniform scale, but with some reservations.	44.4% (8)	9.1% (2)	30.9% (34)	29.3% (44)
Support differential scales, but with some reservations.	11.1% (2)	45.5% (10)	27.3% (30)	28.0% (42)
Strongly support differential scales.	11.1% (2)	22.7% (5)	6.4% (7)	9.3% (14)
Don't know / no opinion.	0.0% (0)	9.1% (2)	1.8% (2)	2.7% (4)
Comments:	4 replies	9 replies	45 replies	58
answered question	18	22	110	150
skipped question				1

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

	What is your Rank and Tenure status?			
	Adjunct, not on the tenure-track.	On the tenure-track but not yet tenured.	Tenured.	Response Count
	12 replies	16 replies	84 replies	112
answered question	12	16	84	112
skipped question				39

9. What do you see as the primary advantages of using <u>differential</u> salary scales?				
	What is your Rank and Tenure status?			
	Adjunct, not on the tenure-track.	On the tenure-track but not yet tenured.	Tenured.	Response Count
	12 replies	16 replies	88 replies	116
answered question	12	16	88	116
skipped question				35

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 Rank and Tenure status?			
	Adjunct, not on the tenure-track.	On the tenure-track but not yet tenured.	Tenured.	Response Totals
Hiring from under-represented groups.	35.7% (5)	23.8% (5)	35.3% (36)	33.6% (46)
Hard-to-hire disciplines or departments.	78.6% (11)	90.5% (19)	65.7% (67)	70.8% (97)
Graduate faculty.	21.4% (3)	33.3% (7)	16.7% (17)	19.7% (27)
Exceptional hires for senior positions (e.g. renowned record of scholarship)	50.0% (7)	61.9% (13)	52.9% (54)	54.0% (74)
Don't know / no opinion.	7.1% (1)	9.5% (2)	6.9% (7)	7.3% (10)
Other (please specify below)	21.4% (3)	9.5% (2)	14.7% (15)	14.6% (20)
Please specify circumstances and/or add Comments:	4 replies	5 replies	30 replies	39
answered question	14	21	102	137
skipped question				14

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 Rank and Tenure status?			
	Adjunct, not on the tenure-track.	On the tenure-track but not yet tenured.	Tenured.	Response Totals
Strongly support automatic step increases with occasional R&T evaluations.	22.2% (4)	50.0% (11)	53.2% (58)	49.0% (73)
Support automatic step increases, but have some reservations.	22.2% (4)	22.7% (5)	23.9% (26)	23.5% (35)
Support merit pay, but have some reservations.	22.2% (4)	0.0% (0)	14.7% (16)	13.4% (20)
Strongly support merit pay based on annual reviews.	33.3% (6)	22.7% (5)	7.3% (8)	12.8% (19)
Don't know / no opinion.	0.0% (0)	4.5% (1)	0.9% (1)	1.3% (2)
Comments:	8 replies	7 replies	40 replies	55
<i>answered question</i>	18	22	109	149
<i>skipped question</i>				2

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

	What is your Rank and Tenure status?			
	Adjunct, not on the tenure-track.	On the tenure-track but not yet tenured.	Tenured.	Response Count
	8 replies	16 replies	74 replies	98
<i>answered question</i>	8	16	74	98
<i>skipped question</i>				53

13. What do you see as the primary advantages of switching to annual merit-based pay adjustments?				
	What is your Rank and Tenure status?			
	Adjunct, not on the tenure-track.	On the tenure-track but not yet tenured.	Tenured.	Response Count
	9 replies	14 replies	72 replies	95
answered question	9	14	72	95
skipped question				56

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 Rank and Tenure status?			
	Adjunct, not on the tenure-track.	On the tenure-track but not yet tenured.	Tenured.	Response Totals
Departmental Chairs.	44.4% (8)	42.9% (9)	35.1% (34)	37.5% (51)
School Deans.	55.6% (10)	38.1% (8)	38.1% (37)	40.4% (55)
The Provost.	16.7% (3)	23.8% (5)	23.7% (23)	22.8% (31)
The Rank and Tenure Committee.	27.8% (5)	33.3% (7)	30.9% (30)	30.9% (42)
Don't know / no opinion.	11.1% (2)	23.8% (5)	17.5% (17)	17.6% (24)
Other (please specify below).	33.3% (6)	14.3% (3)	23.7% (23)	23.5% (32)
Comments:	7 replies	4 replies	43 replies	54
answered question	18	21	97	136
skipped question				15

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 Rank and Tenure status?			
	Adjunct, not on the tenure-track.	On the tenure-track but not yet tenured.	Tenured.	Response Totals
Yes, they should continue to be linked.	33.3% (6)	31.8% (7)	54.1% (60)	48.3% (73)
They should be partially linked, but with more flexibility (e.g., salary ranges – rather than discrete values – for each R&T level).	27.8% (5)	31.8% (7)	32.4% (36)	31.8% (48)
No, they should not be linked – salary and R&T status are two separate issues.	27.8% (5)	18.2% (4)	9.0% (10)	12.6% (19)
Don't know / no opinion.	11.1% (2)	13.6% (3)	2.7% (3)	5.3% (8)
Other (please specify below).	0.0% (0)	4.5% (1)	1.8% (2)	2.0% (3)
Comments:	1 reply	5 replies	16 replies	22
answered question	18	22	111	151
skipped question				0

16. What is your Rank and Tenure status?				
	What is your Rank and Tenure status?			
	Adjunct, not on the tenure-track.	On the tenure-track but not yet tenured.	Tenured.	Response Totals
Adjunct, not on the tenure-track.	100.0% (18)	0.0% (0)	0.0% (0)	11.9% (18)
On the tenure-track but not yet tenured.	0.0% (0)	100.0% (22)	0.0% (0)	14.6% (22)
Tenured.	0.0% (0)	0.0% (0)	100.0% (111)	73.5% (111)
answered question	18	22	111	151
skipped question				0

17. What is your current rank?				
	What is your Rank and Tenure status?			
	Adjunct, not on the tenure-track.	On the tenure-track but not yet tenured.	Tenured.	Response Totals
Assistant Professor	0.0% (0)	81.8% (18)	0.9% (1)	13.5% (19)
Associate Professor	100.0% (10)	13.6% (3)	34.9% (38)	36.2% (51)
Full Professor	0.0% (0)	4.5% (1)	64.2% (70)	50.4% (71)
<i>answered question</i>	10	22	109	141
<i>skipped question</i>				10

18. How long have you been at SMC?				
	What is your Rank and Tenure status?			
	Adjunct, not on the tenure-track.	On the tenure-track but not yet tenured.	Tenured.	Response Totals
Less than 5 years.	11.1% (2)	86.4% (19)	4.5% (5)	17.2% (26)
5 to 10 years.	38.9% (7)	9.1% (2)	24.3% (27)	23.8% (36)
10 to 20 years.	22.2% (4)	4.5% (1)	43.2% (48)	35.1% (53)
More than 20 years.	27.8% (5)	0.0% (0)	27.9% (31)	23.8% (36)
<i>answered question</i>	18	22	111	151
<i>skipped question</i>				0

19. To which school do you belong?				
	What is your Rank and Tenure status?			
	Adjunct, not on the tenure-track.	On the tenure-track but not yet tenured.	Tenured.	Response Totals
School of Liberal Arts	50.0% (9)	50.0% (11)	48.6% (54)	49.0% (74)
School of Economics and Business Administration	16.7% (3)	31.8% (7)	15.3% (17)	17.9% (27)
School of Education	33.3% (6)	4.5% (1)	13.5% (15)	14.6% (22)
School of Science	0.0% (0)	13.6% (3)	22.5% (25)	18.5% (28)
answered question	18	22	111	151
skipped question				0

20. Do you teach primarily at the graduate or undergraduate level?				
	What is your Rank and Tenure status?			
	Adjunct, not on the tenure-track.	On the tenure-track but not yet tenured.	Tenured.	Response Totals
graduate	44.4% (8)	36.4% (8)	21.8% (24)	26.7% (40)
undergraduate	55.6% (10)	63.6% (14)	78.2% (86)	73.3% (110)
answered question	18	22	110	150
skipped question				1

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

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	What is your Rank and Tenure status?			
	Adjunct, not on the tenure-track.	On the tenure-track but not yet tenured.	Tenured.	Response Count
	6 replies	6 replies	37 replies	49
<i>answered question</i>	6	6	37	49
<i>skipped question</i>				102