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2.15 Tenured and Tenure Track Faculty Salary Policy

Saint Mary's College of California

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TENURED AND TENURE TRACK FACULTY SALARY POLICY

2.15

FACULTY SALARY POLICY

2.15.1

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, rooted in the College mission, guide the faculty salary policy:

- 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.

2.15.1.2 Salary Benchmarks

1. The College has a step system with six steps at the rank of Assistant Professor, seven steps at the rank of Associate Professor, and 12 steps at the rank of Full Professor. The Assistant Professor scale includes flexibility to pay up to 2 (two) percent above the normal corresponding step at hire commensurate with qualifications to enable competitive offers. This additional percentage is applied to each step of the Assistant scale only.
2. The College minimally aligns the mid-point of the Assistant Professor rank and third step of the Associate Professor 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 cost of labor salary differential. The corresponding Full Professor peer median is set between steps 7 and 8 of the 12-step scale. We recognize that these benchmarks may constrain our ability to compete for top candidates in our applicant pools.
3. Steps for all ranks will be 2 (two) percent.
4. The College should aim for internal fairness with a salary structure that is equitable across ranks and that achieves progress toward meeting and maintaining the corresponding benchmarks evenly across ranks.
5. Off-scale salary differentials shall be limited to a list of positions or "salary lines" designated "hard to hire" based on market premiums and that is developed by the Provost, in consultation with the Deans, and reported annually to the Academic Senate.

2.15.1.3 Salary Administration

1. The Provost's Office annually reviews faculty salaries with the exception noted in the contingent faculty disclaimer on the previous page. In light of the policy and the benchmarks for each rank, and reports the findings to the Academic Senate. The Faculty Welfare Committee reviews the annual report and, in consultation with the Provost, generates salary proposal options to present to the Budget Committee. Such proposals may include adjustments to the salary scale, salary supplemental amounts, course overload rates, stipends, and other forms of fixed-rate compensation.
2. Competitiveness of faculty salaries is determined by comparison to a group of 39 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.⁴

The peers include the following: 1. Belmont University (Nashville, TN), 2. Bradley University (Peoria, IL), 3. Bryant University (Smithfield, RI), 4. Butler University (Indianapolis, IN), 5. California Lutheran University (Thousand Oaks, CA), 6. Campbell University (Buies Creek, NC), 7.

- 2.1 Salary data are 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. Peer medians are average unweighted median by institution, and calculated by CUPA-HR.
- 2.2 A geographic (i.e. Moraga/San Francisco Bay Area) salary differential of 16.4% is applied to the average median salary by rank of our peer group. The basis for this differential is data from the Economic Research Institute and is reassessed at each periodic review of the Salary Policy.
- 2.3 Since benchmark data for the coming fiscal year are not available, an estimated benchmark is calculated by multiplying the rate of the three-year running average of most recently available peer median increases to extant benchmarks for each year data are missing (generally 2 (two) years).
- 2.4 Should the result of the process above deviate over time from the stated salary benchmarks (either above or below), adjustments shall be made to return to the benchmarks as quickly as feasible, as recommended by the Taskforce described below, and reported annually by the Faculty Welfare Committee to the President and the Academic Senate.
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 shall 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 cost of labor. This “cap” will be reassessed at each periodic review of the Salary Policy.
 - 3.3 For proposals of new positions that are not in disciplines with a market premium and for which a salary supplement is contemplated (e.g., an endowed Professor), the Faculty Welfare Committee shall review and make a recommendation to the Provost in advance of approving that position.
 - 3.4 The CFO, working with Human Resources, prepares an annual report detailing the number of salary supplements within each rank, and aggregate amount(s) expended for all supplements. This report is included in the Provost’s annual faculty salary report.
4. Review of Faculty Salary Policy by the Faculty Salary Policy Taskforce (FSPT)
 - 4.1 Every three years (next in 2022-2023), a Taskforce will review the policy implementation to ensure fair and consistent implementation according to the above benchmarks and procedures based on trends in actual vs. salary benchmarks over time. The Taskforce

Canisius College (Buffalo, NY), 8. Drake University (Des Moines, IA), 9. Elon University (Elon, NC), 10. Fairfield University (Fairfield, CT), 11. Gonzaga University (Spokane, WA), 12. Iona College (New Rochelle, NY), 13. Le Moyne College (Syracuse, NY), 14. Lewis and Clark College (Portland, OR), 15. Lewis University (Romeoville, IL), 16. Loyola Marymount University (Los Angeles, CA), 17. Loyola University Maryland (Baltimore, MD), 18. Manhattan College (Bronx, NY), 19. Mercer University (Macon, GA), 20. Niagara University (Niagara University, NY), 21. Providence College (Providence, RI), 22. Sacred Heart University (Fairfield, CT), 23. Saint Joseph's University (Philadelphia, PA), 24. Seattle Pacific University (Seattle, WA), 25. Seattle University (Seattle, WA), 26. Stetson University (DeLand, FL), 27. St. Mary's University (San Antonio, TX), 28. The University of Scranton (Scranton, PA), 29. University of La Verne (La Verne, CA), 30. University of Portland (Portland, OR), 31. University of Puget Sound (Tacoma, WA), 32. University of Redlands (Redlands, CA), 33. University of San Diego (San Diego, CA), 34. University of San Francisco (San Francisco, CA), 35. University of the Pacific (Stockton, CA), 36. Wagner College (Staten Island, NY), 37. Whittier College (Whittier, CA), 38. Willamette University (Salem, OR), 39. Xavier University (Cincinnati, OH).

will be composed of four members of the administration—the Provost, the Chief Financial Officer, the Chief Human Resources Officer, and the Vice President for Mission; and four members of the faculty—the Chair of the Academic Senate, the Chair of the Faculty Welfare Committee, and two additional members of the Faculty Welfare Committee. The Chair of the Faculty Welfare Committee normally chairs the Taskforce. The results of the review of policy implementation shall be reported to the President, the Academic Senate, and the Board of Trustees.

5. Every six years (next in 2025-2026) the aforementioned Taskforce shall review all aspects of the policy 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.

2.15.2 SALARY SCALE FOR TENURED AND TENURE TRACK FACULTY

Full-time Faculty Salary Scale

The annual salary scale matrix designates a salary scale I for those faculty without the terminal degree (normally, the doctorate), and a scale II for faculty who possess the earned terminal degree (normally, the doctorate). The vertical steps each represent one year of credited experience.

When a member of the faculty has completed all requirements for the doctorate and has been officially notified by the conferring university, he/she shall present such documents to the Dean of the School and shall move from I to II in the salary scale with the commencement of the contract period or February 1, whichever date is nearest in time.

Initial placement on the full-time faculty salary scale is determined by the Provost in consultation with the Dean of the School and chairperson of the department, as appropriate.

All full-time faculty salaries are paid over a 12-month period in 26 equal bi-weekly payments. All part-time salaries are paid over an applicable period determined by their Academic Dean and the Associate Vice President of Human Resources.

A scale increase for each step is given per year as for full-time salaries, with Trustee approval. Advancement is made with the commencement of the contract period or February 1.

SAINT MARY'S COLLEGE
 TENURED AND TENURE TRACK FACULTY SALARY SCALE
 2020-21

Assistant			Associate			Full	
Step	I	II	Step	I	II	Step	
1	66,631	70,476	1	78,815	83,355	1	100,937
2	66,631	70,476	2	78,815	83,355	2	102,956
3	68,627	72,590	3	81,180	85,857	3 (1)	105,015
4	70,686	74,759	4	83,615	88,431	4 (2)	107,115
5	72,806	77,002	5	86,123	91,085	5 (3)	109,257
6	74,992	79,311	6	88,708	93,817	6 (4)	111,441
6b	77,241	81,690	7	91,368	96,632	7 (5)	113,670
						8 (6)	115,944
						9 (7)	118,262
						10 (8)	120,628
						11 (9)	123,041
						12 (10)	125,502
						12b	128,012