

APPROVAL OF FACULTY SALARY RECOMMENDATIONS  
MARCH 2, 2001

TO: Faculty Affairs Committee

FROM: Denise Carmody

RE: Faculty Salary Recommendations

I am happy to give you this formal response to the various recommendations the Faculty Affairs Committee has made this year about faculty salaries.

1. Faculty Salary Policy

This policy statement, dated October 21, 1999, has served as the basis for salary planning for several years already. It is now approved, subject to formal endorsement by the Faculty Senate and the Board of Trustees.

2. Faculty Salary Policy Implementation Guidelines

These guidelines, dated November 6, 2000, have been continually refined over the past several years and were used in the salary analysis conducted this year. The University Budget Council found them very helpful in providing a clear picture by rank and discipline of how Santa Clara compares with some of its major competitors. These guidelines are approved, subject to periodic review to assess their usefulness.

3. Long-Range Goals for Faculty Salaries

These recommendations, dated October 3, 2000, called for several long-term commitments:

(a) Set salary targets to achieve approximately the 60th to 75th percentile of the current benchmark salary distribution. Based on the committee's analysis, the University Budget Council believes that this is a reasonable target. The recommended range is hereby approved as a long-range target. If the benchmark group changes, however, this target will likely need to be adjusted.

(b) Seek to raise salaries toward the high end of this range. The University will strive to do this, but it must balance this goal with other priorities in the context of numerous budgetary constraints.

(c) Commit to a specific time period to achieve the target range. The University Budget Council believes that a five-year goal is reasonable, but it is unable to

promise that the target will be reached in that time. There are too many unpredictable market and budgetary variables for this to be possible. The Faculty Affairs Committee will need to assist the University Budget Council in weighing various needs for faculty support against one another.

(d) Draw up a financial plan this year to achieve the recommended target range. With the assistance of the Budget Office, the University Budget Council is preparing financial models to show how this might be accomplished.

#### 4. Proposals for Academic Year 2001-02

In its report dated October 3, 2000, the Faculty Affairs Committee recommended that \$1 million be allocated for market and equity salary adjustments for tenured and tenure-track faculty for next year. After considering all the pressures on next year's budget, the University Budget Council was able to allocate \$1.8 million for faculty salary adjustments. Approximately \$550,000 of that pool will be directed to market and equity adjustments.

The Faculty Affairs Committee also recommended that funds should be allocated in such a way that average salaries in all ranks and disciplines match at a minimum the median of those of our benchmark institutions. This recommendation is approved to the extent that it can be accomplished within the total salary pool.

As I have indicated, the University will try to the best of its ability to accomplish the goals recommended by the Faculty Affairs Committee within a reasonable period of time. I would ask your understanding that the future is not perfectly predictable and that these recommendations must be continually balanced with other high priorities for faculty support and other University commitments.

I want to thank you very much for the extraordinary time, energy, and thoughtfulness that you, and your predecessors on the Faculty Affairs Committee, have devoted to the issue of faculty salaries. You have provided an excellent framework for planning and future decision making.