

**SANTA CLARA UNIVERSITY**  
**FACULTY SALARY POLICY**  
**IMPLEMENTATION GUIDELINES**

**A. Implementation Steps**

The Faculty Salary Policy will be implemented in the following series of steps:

1. The Institutional Research Office collects salary data by rank and discipline group at Santa Clara University and selected benchmark institutions. It submits the most recent available comparative data to the Faculty Affairs Committee as soon as it is available each summer.
2. The academic deans collect reliable comparative data available from other sources for their areas. They also identify any salary issues related to non-tenure-track faculty in their areas. The deans submit all relevant information to the Faculty Affairs Committee at the beginning of Fall Quarter.
3. In consultation with the academic deans and the Provost's Office, the Faculty Affairs Committee reviews the salary data, identifies issues by rank and discipline group, and formulates recommendations on the need for special funds to address these issues, the amount needed, and how such funds should be distributed.
4. The Faculty Affairs Committee submits its report, including the data provided by the Institutional Research Office and a summary of the data provided by the academic deans, to the Provost, the Deans Council, the Faculty Senate Council, and the University Budget Council by early October. Representatives of the Faculty Affairs Committee meet to discuss this report with each of the above.
5. The University Budget Council determines the merit, market, and equity salary pools for the following year.
6. The Provost, using all relevant information, allocates the market and equity pools to colleges and schools in consultation with the academic deans.
7. The academic deans, using all relevant information, set individual salaries in consultation with department chairs.

**B. Definition of Benchmark Group**

The primary benchmark group for faculty salary comparisons consists of those colleges and universities in California that (1) admit the highest number of undergraduate students in common with Santa Clara, (2) have the same array of discipline groups as Santa Clara, and (3) provide

faculty salary data to the College and University Personnel Association (CUPA).<sup>1</sup>

The Faculty Affairs Committee will attempt to use the same benchmark group over time. However, because of changing student preferences and institutional reporting practices, the institutions eligible to be included in this group may occasionally change.

To assess the validity of data from the primary benchmark group, the University will attempt to collect and evaluate relevant data from other sources, including school-specific data compiled by professional associations and data related to cost-of-living differences by region. Such supplementary data may also be used to guide decisions about the allocation of market salary pools.

### **C. Definition of Discipline Groups**

Individual departments will be clustered to create larger discipline groups. These discipline groups are Humanities and Arts, Social Sciences, Mathematics and Natural Sciences, Business, Engineering, and Law.<sup>2</sup> The Faculty Affairs Committee may further disaggregate these groups to control for significant salary dispersion across disciplines within a particular group, if it is possible to do so without creating additional problems of validity, reliability, or confidentiality.

### **D. Analysis of Market Competitiveness**

Market competitiveness is estimated by comparing Santa Clara's salaries by rank and discipline group with those for the primary benchmark group.

Within each rank and discipline group, the average salary for each institution will be arrayed from highest to lowest. The benchmark institutions included in each array will be identified but will not be linked to their average salaries or ordinal positions.

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<sup>1</sup>Using these criteria, the Faculty Affairs Committee has identified the following benchmark group to be used beginning with comparisons for 1999-00: California Polytechnic State University-San Luis Obispo, Loyola Marymount University, Stanford University, University of California-Berkeley, University of California-Davis, University of California-Irvine, University of California-Los Angeles, University of California-Riverside, University of San Diego, and University of the Pacific.

<sup>2</sup>Clustering disciplines into larger groups is necessary for three reasons: (1) Reporting Santa Clara data by rank and discipline would in many cases reveal the salaries of particular individuals. (2) Within a specific discipline, the movement of a single faculty member into or out of a specific rank can create a significant but artificial fluctuation in the average salary for that rank and discipline. (3) Some benchmark institutions report salaries only by clusters of related disciplines rather than by individual disciplines.

In its analysis of market competitiveness, the Faculty Affairs Committee will consider Santa Clara's ordinal positions, variations in these positions across faculty ranks and discipline groups, and changes in position from year to year. It will also consider Santa Clara's academic quality and competitiveness in relation to the benchmark institutions. The committee, with appropriate consultation, will exercise its best judgment in identifying issues that need attention.

Taking all relevant factors into consideration, the Faculty Affairs Committee will identify a target range for faculty salaries within which Santa Clara will be considered to have achieved market competitiveness. The committee will also make specific recommendations about merit, market, and equity adjustments for the following academic year.

#### **E. Determining the Salary Pool**

Based on the report of the Faculty Affairs Committee and the recommendation of the Provost, the University Budget Council will decide what the pool for faculty salary increases should be for the following year. Taking into consideration the University's goals, financial resources, and other budget priorities, the Budget Council will recommend how much money to allocate for this purpose. Its recommendation will be subject to final approval by the President and Board of Trustees.

The total salary increase pool will be based on three considerations:

- ! *Merit.* The pool for merit increases will be based on informed judgments about anticipated salary increases at benchmark institutions.
- ! *Market.* The pool for market increases will be based on informed judgments about what is needed to address issues identified in the comparison between Santa Clara and the benchmark institutions. This pool will be allocated among the college and schools by the Provost in consultation with the academic deans, taking into account the benchmark data, the recommendations of the Faculty Affairs Committee, and other relevant information. Given the limited total salary increase pool available in any given year, the market pool should not absorb such a large share as to sacrifice deserved merit increases.
- ! *Equity.* The pool for equity increases will be based on informed judgments about what is needed to correct any salary differences within Santa Clara that cannot be reasonably explained by market comparisons, years in rank, and performance over time.

#### **F. Determining Individual Salary Increases**

Within the pool of funds available, individual salary increases will be determined as follows:

- ! *Merit.* Merit increases will be based on performance evaluations conducted in accordance with the Faculty Handbook.

- ! *Market.* Benchmark data by rank and discipline group, along with the recommendations of the Faculty Affairs Committee and other relevant information, will be considered in making individual market adjustments.
  
- ! *Equity.* Equity increases, if required, will be based on the analysis of salary dispersion and compression. Individual salaries should be flagged for review if they fall outside a range of 85% to 115% of the average Santa Clara salary for the same rank and discipline group. In considering whether salary adjustments are justified, years in rank and performance over time will be critical considerations.

Deans should take care to assure that market and equity adjustments are consistent with years in rank and individual performance over time.

#### **G. Review of Policy and Implementation Guidelines**

The Provost will bring any problems with the Faculty Salary Policy or these Implementation Guidelines to the attention of the Faculty Affairs Committee so that it can consider appropriate modifications in a timely fashion. In any event, the Faculty Affairs Committee will review the policy and guidelines at least once every three years and recommend modifications if needed.

November 6, 2000