

# Salary Card Proposal

## The New Salary Card

- 1) Acknowledge that market forces in different disciplines should play a role - but that this role should be *uniform* and not applied only for certain departments/disciplines and for certain faculty.
- 2) Consider each faculty member's starting salary as
  - the sum of a carded salary (an absolute floor provided by rank and degree),
  - a market adjustment (calculated the same way for everyone in a given discipline with roughly comparable job expectations),
  - and an "experience elsewhere/other" category (the latter calculated the same way for everyone).
- 3) By default each year adjust the on-card portion upward only for inflation (We recommend something simple and predictable like the average of the previous 3 years' CPI), but do not adjust the market value/previous experience. In rare cases of deflation, don't change it at all (decreasing salary is terrible for morale).
- 4) If someone is a department chair, add that as "additional work", but adjust that number by inflation too.
- 5) Other salary adjustments (like one-time raises) should be treated like "previous experience" - not adjusted for inflation.
- 6) Reevaluate market adjustments every so often and give that adjustment to everyone in that discipline (assuming it is not a downward trend - new hires should be hired for less, but cutting salaries is terrible for morale).

## Additional Notes and Explanations

So for example suppose someone comes in as a new faculty member with a "on-card" salary of \$40,000, a \$5000 market value adjustment, and \$2000 of previous experience. We track them as {40000, 5000, 2000}, so their initial salary is \$47,000. If the average inflation rate is 2% over the last 3 years, the next year they are at {40000\*1.02=40800, 5000, 2000} for a total salary of \$47,800.

For existing faculty, if they are making more now than under the proposed system, take their extra and convert it to the "previous experience" category going forward.

For determining market adjustment, consider using something other than just local CUPA discipline data - the fact that many of our neighbors pay poorly is not a good excuse to pay our people poorly (as when we hire our competition is not just local).

Also note this proposal doesn't pay people better in real dollars over time, and so does not reflect the current "years of experience" contribution in that regard. However given that the current

system typically doesn't really come close to maintaining real-dollar salaries for most faculty, it is a good place to start.

Maintaining the real-dollar value of a "carded" salary over time is more important to faculty than is immediately apparent. For long-term faculty, the accumulated salary loss (in real dollars) over a decade or two becomes an issue for retirement as well (since retirement benefits are calculated in terms of current salary) - a double-dip loss.

In terms of paying for the new system:

1) Treat this sort of proposal the way we do the current "years of experience" - the default we way handle salary, but one which can be suspended in real fiscal emergencies (hopefully to be fixed later).

2) Tuition and fees will likely have to go up to pay for this as well (although much less than would have been the case in the past, as a larger fraction of SE revenue comes from tuition and fees), and we are very aware of price sensitivity and where a lot of our students are coming from economically. But we should expect that the cost of an education should go up with inflation over time (we can still be good stewards of tuition while allowing for the real costs of what we provide). Much of the talk about the "skyrocketing cost of tuition" has been about how the cost of an education has risen *faster* than inflation (often to compensate for state disinvestment). When your pricing does not rise with inflation you are either saying "we found a great new way to save on costs" or "we were overcharging you before".

Respectfully submitted to President Newsom on February 15, 2022

Kay Daigle, Chair  
Stan Alluisi  
Jeremy Blackwood  
Meg Cotter-Lynch  
Mike Davis  
Chris Moretti  
Marjorie Robertson