
GUILFORD

COLLEGE

Salary Policy Ideas

Community Forum
April 8, 2015

St. Mary's (MD)

Proposal for internal benchmarking of full-time employee salaries

<http://stmaryswages.org/st-marys-wages-the-st-marys-way/>

1. Salary of lowest paid employee is set at 130% of poverty line
2. All other salaries have minimum and maximum values set as multiplier of the lowest salary

Multipliers range from 2x (for assistant professors) to 7.5-10x (for the president; 11x including deferred compensation and other benefits)

3. Effect would have been raise pools for staff, assistant and associate professors and some full professors; cuts for many full professors, vice-presidents and president
4. Cap on total pool of salaries for associate VPs and above at 75x the lowest salary

St. Mary's (MD)

College Position	Minimum Multiplier	Target Min	Maximum Multiplier	Target Maximum
Staff	1	30,000	*	*
Asst. Prof	2	60,000	*	*
Assoc. Prof	2.2	66,000	*	*
Full. Prof	2.5	75,000	4	120,000
Assoc. & Asst. VPs	3	90,000	4	120,000
VPs	4	120,000	6	180,000
President	7	210,000	10	300,000

* “caps on these groups are historically unnecessary, but could be included”

Illinois Wesleyan University

Faculty salary policy included in faculty handbook

<https://www.iwu.edu/provost/faculty-handbook.pdf>

1. “Acceptable gap” system: associate and full professors salaries are never less than \$10/13K below median; must reach median after 10 years in service at the rank
2. Annual raises with fixed amounts and percentage raises
3. Adjunct raises are the same percentage increase as tenure-track faculty raises
4. Starting salaries can be responsive to market conditions for specific disciplines, but should not be significantly in excess of median salaries for “non-market” disciplines nor cause salary inversion in any discipline
5. \$3600 promotion raise for both ranks

Boyd and Tiede, “Collaborative Decision Making regarding Salary Policy: A CASE STUDY,” *Academe*, March-April 2013, p. 20

Reed College

Equity pay (vs. differential pay) for faculty

http://www.reed.edu/dean_of_faculty/handbook/

http://www.reed.edu/human_resources/policies_procedures/manual.html

1. All tenure-track salaries based on “rank” and title (assistant, associate, full)

Rank is increased as result of positive evaluations

Example: Positive evaluation as a full professor can result in increase in rank from 55 to 56 or 57 with associated salary increase

Assistant and associate professor ranks are capped

2. No differential pay for any discipline or any other circumstances

3. Staff pay based on classification and grade level with specified salary range

Marthers and Parker, “Small Colleges and New Faculty Pay,” *Academe*, July-August 2008, p. 45

Concepts for Guilford to consider

❖ Collegewide

- Minimum salary / Living wage
- Salary range cap (top to bottom)
- Salary vs. total compensation focus
- Intermediate range caps (e.g. faculty ranks & staff-administrator ranks vs. minimum salary)
- Aggregate cap on top administrators' salary / compensation
- Absolute vs. relative caps (e.g. 10x multiplier or cap on salary difference)
- Nature of external salary benchmarks (which peer group(s) and percentile)
- Access to salary data by the committee and the community

Concepts for Guilford to consider

❖ Staff-specific

- Identifiable ranks across the staff (VPs, deans, supervisory and non-supervisory staff)
- Limits on salary dispersion across ranks
- Salary compression
- Promotion-based salary increases
- Determination of 9-12 month contracts
- (Annual?) raise policy
- Use of part-time work
- Student pay

❖ Faculty-specific

- Limits on salary dispersion across disciplines (within ranks)
- Salary compression
- Promotion-based salary increases
- (Annual?) raise policy
- Adjunct pay
- Minimum starting salary
- Endowed chair policy

Faculty statements

Approved April 1, 2015

- ❖ We call for the college to create a committee that will establish and implement a principled and just salary policy that would allow living wages for all employees, an equitable and fair distribution of pay among staff, faculty, and administrators, and salary distribution among faculty and staff members that fairly reflects their past experience, rank and time of service at the college, without bias.
- ❖ We call for a clear demonstration from the Board and the administration that they support this effort, including invitation for participation by Board members and the provision of institutional support and resources required for the committee to complete this work in a timely manner.