COLORADO COLLEGE

MEMORANDUM – REPORT

DATE: April 30th 2025

TO: Campus Budget Committee, Budget and Planning Subcommittee of the Faculty Executive Committee

FROM: The Faculty Salary Committee: Faculty: Jane McDougall (Co-chair), Carrie Ruiz, Michelan Wilson, Bob Lee (Emeritus)

SUBJECT: Spring Report 2024-25 - Faculty Salary Committee

This memorandum reports on the work of the 2024-25 Compensation Committee. The first pages provide a summary of the recommendations made, the changes put in place, and continued areas of activity for the committee. More detailed descriptions of the committee's work follow, with supporting information.

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1. EXECUTIVE SUMMARY OF THE COMPENSATION COMMITTEE

The "spring charge" was delivered to the Compensation Committee in September 2024 (along with the fall charge – see Appendix I) and asked the Compensation Committee to work on the following:

1. Familiarize committee members with employee benefits and consider how to help faculty and staff get the most value out of current benefits. Create a communication plan to assist with informing the community on benefits.
2. Prepare a five-year plan for compensation, based on information about anticipated overall costs (e.g. inflation, legal changes).
3. Reflect on how our ADEI-related mission is reflected in the process and outcomes of our compensation committee work.

4. Keep the report short enough to be readable and usable. The Campus Budget Committee wants to read, reflect, and then forward the report to decision-makers, so please aim for clear and concise recommendations for those audiences (10 pages or less would be wisest for the primary document). For that to happen, the final report must be submitted to the Campus Budget Committee no later than the first Wednesday of Block 8.

Executive Summary:
The Compensation Committee recommends a modified workflow for the Compensation Committee, in utilizing the AAUP's preliminary data release on faculty salary data. This will alleviate some of the challenges associated with the short time frame in which the Faculty Salary Committee must produce its fall report on faculty salary recommendations at the College. For more details see Section 2, Item 1 on page 3. We recommend an increase in the cost of monthly dental insurance (remaining at $0 for individual dental coverage) in order to add adult orthodontics to our coverage. This recommendation is also being made by staff. This is explained in Section 2, Item 4 on page 5. While we do not anticipate any imminent financial crisis, we would like the campus community to reflect on the responses of the College during the period when we were strongly affected by covid. In a future crisis, and under the assumption we would have time to consider measured responses, how could we bring in a meaningful weighing of options, with greater input from faculty and staff on campus? To this end we would like to allow for reflection and gather input from faculty on how they view the College's handling of the pandemic, and what their preferences would be in the face of a financial crisis. This is described in greater detail in Section 2, Item 6 on page 5.
We have been asked to provide a long range plan, and have done so through selecting projects with a multi-year scope, including some of those that were not originally considered to be part of the five-year plan. We have noted in previous reports that the compensation for contingent faculty has slipped lower over the years in comparison with our peers. As in the fall of 2024 we recommend that the compensation for full-time yearlong faculty be brought to a level comparable to our peers. We included a brief analysis of the compensation paid for a faculty member teaching a course at our peer institutions; only five of the fifteen report this data to the AAUP, but we note that our average compensation is below all of our reporting peers in this regard. More details are in Section Three Item 1 on page pp. 5 – 6.
Given the uncertainty in receiving research funding in current times, we recommend Advancement help alleviate the problem of cancelled NIH or NSF grants by raising funds directly. There are some instances of funding centered on specific programs within the academic mission, and there may be donors who would be willing to fund particular areas of research in the humanities, sciences or social sciences. Perhaps a donor could be found who would support enhancing the sabbatical options of faculty upon receiving tenure to allow for a full year sabbatical. This is described in Section Three Item 2 on page 6.
Another multi-year project we described is in Section 3 on Health Costs, on "Helping Faculty to get the most out of their benefits". We recommend that the communication process be streamlined and regularly updated from a single source, instead of the multiple ways in

which this information is currently communicated. One reason to go to a single source is to reduce the amount of conflicting information. See Section Three, Item 3a) on page 8.
In recent years the College has placed a greater emphasis on supporting student mental health. There is little that has been changed for mental health of faculty and staff however and this would be a good subject to focus on over the next five years – see Section Three, Item 3b) and Item 4 on p. 8.
Obtaining affordable housing close to campus remains a challenge for newer faculty. We offer three potential solutions to explore over the next few years, including assistance from the college through a low interest loan program for new faculty, and exploring the possibility of the college developing more affordable housing close to campus. This has been carried out at various institutions, including at least one of our peers - see Section Three, Item 5 on page 9 for more details.
We recommend that workload equity at the college be evaluated as part of a five-year plan, and that retirement incentive programs be revised to be available beyond the age of 70, matching the changes in full retirement age, and avoiding a competing incentive to maximize Social Security payments rather than taking an earlier retirement option. This is described in Section Three, Item 6, on p. 9.

2. SPRING CHARGE AND ADDITIONAL CONSIDERATIONS

The FEC charged our committee with examining the utilization of current employee benefits and preparing a set of five-year projections for faculty compensation. In order to adequately address the way in which employee benefits are (or are not) being utilized, some updates in the way in which benefits are communicated to the campus community are needed. This task may in fact be a multi-year project and so we address it in the next section, as part of the five-year plan. Other considerations that are important to the committee are addressed here first, including Health Benefits and Faculty Compensation.

1. Onboarding Materials for future committees. The Compensation Committee recommends an adjustment to the workflow in which faculty salary data is obtained for the committee's fall report. There is a narrow window of time between the first meeting of the academic year for the Faculty Salary Committee, and the due date on which the fall report on recommendations from the Compensation Committee on faculty salaries are due to the Campus Budget Committee. Providing this report is a vital step in establishing the comprehensive fee for the subsequent year at Colorado College. There is little time in the fall for the committee to establish itself, gather the needed information from various campus bodies and the faculty, and to produce the fall report.
The report from the American Association of University Professors (AAUP) includes salary data from the approximately 900 institutions of higher learning which it surveys; those institutions include our fifteen peer institutions on which salary recommendations at Colorado College are based. This report is not finalized until the summer, when faculty are generally not on campus and the Compensation Committee is not yet holding meetings. The AAUP publishes preliminary data which is typically available already in April. For example, in 2025 the preliminary AAUP data was released on April 9th. The survey results are

not finalized until the official data release in the summer, but it is unusual to see substantial differences in the official data release. The Compensation Committee recommends that the Faculty Salary Committee assembles these draft data in the spring every year, to provide a set of salary data at our peer institutions from which to begin planning for the subsequent year's fall report. Appendix 2 shows modifications to the existing Compensation Committee Annual Calendar.

2. New option for HSA, and changes to meeting maximum out of pocket expenses. There are some changes planned for next year in which faculty will have an opportunity to opt for a Health Savings Account (HSA), as an alternative to our existing Flexible Spending Account. There are additional changes to meeting the out- of-pocket maximum. These amounts are currently $3500 for an individual and $7000 for a family under our PPO. Starting next year, copays will count towards the annual out of pocket maximum. This allows employees to reach the annual out of pocket maximum sooner.

3. Retirement Healthcare: There appears to be general satisfaction among retired employees about a change in the way the Emeriti healthcare program is administered. The Emeriti program nurtures pre-tax accumulations funded by the college and its employees, which are available to defray health care expenses in retirement.
Emeriti represents a consortium of participating colleges and universities. It decided to change from CBIZ to OneBridge as administrator of the program and to move funds held in Grantor or VEBA trust accounts with TIAA to OneBridge. (TIAA continues to administer all CC retirement accounts.) OneBridge has issued VISA credit cards for qualified healthcare expenditures, and has assumed direct payment of Aetna insurance premiums as well as regular reimbursement of other insurance premiums, such as Medicare premiums paid out of Social Security. CBIZ previously performed these services.
Last summer Emeriti informed the college of its plan to change administrators. The business office and HR convened a group of retirees for comments on the plan for consideration of other options. The response was overwhelmingly favorable to our staying with Emeriti and with the group Medicare Advantage plan provided by Aetna through Emeriti. Colorado College participated in founding Emeriti more than twenty years ago.
In the move from TIAA, investment vehicles remain similar. A 2030 targeted TIAA-managed mutual fund became a Vanguard fund of the same target date when moved to OneBridge. Employees can view their accounts, investments, claims, and reimbursements in the https://myemeritihealth.org site, which accesses OneBridge Benefits. These functions, previously divided between TIAA and CBIZ, are now in one place; the result appears positive. The Compensation Committee would encourage all employees to check on their accounts with Emeriti and report any problems to the committee or HR.

4. Dental : The cost of adult orthodontics is not covered by our health plan. The costs of including this are not likely to add a large amount to our premiums (Human Resources (HR) estimates this would be less than 10%). Staff have also reported this as an option they would value, and this would bring us in line with dental coverage at most of our peer institutions. We recommend that this small percentage increase of a few dollars per month be added to the cost of our dental insurance. Note that for individual employee dental coverage there is currently no monthly insurance charge, and this would continue to be the case. Additionally, employees and their family members signing up for dental care during the open enrollment period will be covered immediately, and do not need to wait the one-year "vesting" period to obtain dental care beyond the preventative level.

5. GLP-1. Some faculty raised the concern that these drugs are currently not covered under Cigna insurance when implemented for the treatment of obesity. We brought the concerns to HR and, unfortunately, due to the cost this would entail it is not possible to cover at this time. However, it is possible that the price of these treatments will fall in the future, in which case we will have HR revisit coverage.

6. Collaborative approach to difficulties in case of future crisis. We would like to consider how the faculty preferences could be incorporated in future decision-making in the case of a future financial crisis. During covid , College leadership suspended employer contributions for the six months beginning in September 2020 through February 2021, and for a period of four months provided half the usual contributions, matching employee contributions at just 5% from March 2021 through June 2021. Normal 10% contributions resumed in July 2021. During those 10 months, employees (staff and faculty) received the equivalent of just two months of employer contributions; over the 12 month span , employer matching was one third of what it would normally be. There was also no progression in that year. This was a response to an unusual circumstance (covid) for which there was little time to prepare. Faculty has expressed concerns about lost compensation due to these budget cuts and the process by which the decision about what to cut was made. We recommend that a survey of faculty be conducted to learn faculty preferences of how any potential future crisis might be handled, and period of weighing of options be observed with input from faculty and staff on campus. We recommend that within the next two years, the Compensation Committee conducts such a survey. Appendix 3 contains a list of sample survey questions.

3. FIVE YEAR PLAN

We were asked to produce a five year plan. In this section we discuss several issues that will benefit from longer term analysis, and from applying a sustained approach.

1. Faculty compensation

a) Salary Pool Projection. The salary pool is self-sustaining and so over the five upcoming years should remain relatively constant in terms of real dollars in any given year. As per the faculty salary model, retirements release funds that will support annual 2% progression for faculty who meet the standard merit requirements in their salary reviews. Inflation seems to be projected to be between 2 and 3%, but this should not represent an increase in real cost (the "present value" of the salary pool is projected to be constant). We can however estimate the changes in terms of 2025 dollars. Given that the faculty salary pool for the 199 faculty salary across all tenure-line ranks was $23,778,400 (corresponding to an average faculty salary for those 199 faculty of $119,489), we would expect to see a corresponding need to increase this salary pool over the next five years as indicated in the tables below. The first table assumes an inflation rate of 3%.

Assuming 3% Inflation	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Average Salary all ranks (thous)	$ 119,489	$ 121,879	$ 124,439	$ 127,052	$ 129,720	$ 132,444
Total Salaries in '25$	$ 23,778,400	$ 24,253,968	$ 24,763,301	$ 25,283,331	$ 25,814,281	$ 26,356,380

It is difficult to predict the rate of inflation in future years and many sources expect it to remain at around 3%. We note that a TIAA article from March 2025[1] states that the "University of Michigan Index of Consumer Sentiment for one-year inflation expectations rose to 4.3% in February, up from 3.3% in the prior month", while the "Five- to 10-year inflation expectations jumped to 3.5%—the highest since 1995." Inflation expectations refer to the anticipated rate of inflation that consumers, businesses, financial markets, and policymakers expect to prevail. Inflation expectations are based on individuals' perceptions of how prices will change over time and can influence spending, saving, borrowing, and investing. The University of Michigan Index of Consumer Sentiment for one-year inflation was updated on April 25th 2025, and has increased even further to 5.0%. Should the inflation rate be 4%, we anticipate 'growth' in the faculty salary pool over the next five years as indicated year by year in the following table:

Assuming 4% Inflation	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30
Average Salary all ranks	$ 119,489	$ 121,879	$ 124,439	$ 127,052	$ 129,720	$ 132,444
Total Salaries in '25$	$ 23,778,400	$ 24,253,968	$ 24,763,301	$ 25,283,331	$ 25,814,281	$ 26,356,380

b) Contingent Faculty: Contingent faculty include Riley Scholars, Block Visitors and full-time yearlong visitors. They play a vital role at the college, enriching the curriculum and replacing tenure line faculty while they are on sabbatical or other leaves. Our recommendations are guided by the sixth bullet of our Compensation Philosophy, which states that "We administer compensation in a fair and flexible manner."

i. Yearlong visitors. Our fall 2024 report recommended an increase in visitor salaries be raised to be on par with salaries of yearlong visitors at our peer institutions. We reiterate this recommendation here as part of the five year plan for the College. If this increase cannot be made more rapidly, we recommend that yearlong visitors receive salary increases in incremental steps over the next five years, to be on par with yearlong visitor salaries of our peers.

ii. Block visitors. – The Colorado College HR website reports the following pay for block visitors, depending on rank; we have added

[1] https://www.tiaa.org/public/invest/services/wealth-management/perspectives/portfolio-diversification-in-2025

the average (mean) of these levels of pay

Instructor	Assistant	Associate	Full	Average
$5700	$6350	$7000	$7450	$6625

Departments are encouraged financially to hire less experienced faculty, since departments must pay the additional salary cost for a visitor of higher rank, so it is likely that a typical block visitor is paid less than $6625. One third of our peers reported the salaries for teaching one course as reported in the preliminary data released by the AAUP in April 2025. The reporting peers are Bates, Pitzer, Kenyon College, Colgate University, College of the Holy Cross, and Davidson College. Colorado College has not reported part time salaries to the AAUP in the past. It is possible that colleges that tend to respond are those who are relatively more generous. The average salaries are reported are listed below, from high to low:

Peer Institution	**Average salary**
Bates	$ 12,479
Pitzer	$ 9,650
Kenyon	$ 8,646
Colgate	$ 8,001
College of the Holy Cross	$ 7,680
Davidson	$ 7,501

Thus, the average salary for a single course (among our reporting peers) is $8993. While Colorado College pays block visitors more than other institutions in Colorado, we are well behind our peers in this regard. As such, we reiterate our recommendation for the college to increase salaries for Block Visitors annually, with the aim of gaining parity with our peer institutions over a five year period. We also recommend a deeper exploration be undertaken to understand how our non-reporting peers are compensating their contingent faculty.

2. Fundraising for Faculty Programs and Research. We recommend that the Advancement Division, as it evaluates priorities and designs a future capital campaign, include additional support for faculty research, especially if federal funds become limited, and enhancement of the sabbatical program to include a full year of sabbatical after tenure among college objectives. Perhaps named donors for such fundraising could be solicited.

3. Health Costs

a) Helping Faculty to get the most value out of current benefits: According to HR, faculty and staff are not aware of the plethora of benefits available to us. It would be beneficial to increase awareness of what is offered in order to take better advantage of plan offerings. Part of the problem is that there is conflicting information among the different sources regarding benefits (the HR website, the Benefits Guide, and in the case of staff, the Staff Handbook). The only one of these that is fully updated is the Benefits Guide. HR hopes to do maintenance on the website over the next year in order to streamline and clarify how to find information regarding benefits. In particular, they will be working on creating a more user-friendly website. What we suggest that there be **a single, regularly updated** source of benefit information, and that HR consider coming at least once a year to our faculty meetings to showcase the benefits available, especially those that are less well-known or are underutilized.

b) Specialist Copays: In fall 2023 the Compensation Committee recommended an analysis to consider increasing the emphasis on "emotional/wellness/preventative" options for healthcare. The college has expressed concern about mental health in general for the campus community. We note that the costs of mental health care can be a significant financial burden, for instance on families where several members are seeing mental health specialists on a regular basis. We observe that emotional wellness is classified as a specialist visit, which is covered by a copay of $40 per visit. These copays do not currently count towards the maximum annual out-of-pocket expenditure but this will be changing next year. When it comes to mental health, this change may be financially beneficial for those college employees and families who currently do meet their out-of-pocket maximum. Given the emphasis on mental health for our community, we recommend additional support for mental health services to go with this commitment that would affect a larger proportion of our employees, so as to align with our campus philosophy around valuing mental health.

4. Mental Health: In fall 2023 we recommended an analysis to consider increasing the emphasis on "emotional/wellness/preventative" options for healthcare. We observe that emotional wellness is classified as a specialist visit, which will count towards the out-of-pocket maximum starting next year. However, we think that this is insufficient and does not align our campus philosophy around valuing mental health. Services available to students in connection with mental health have been expanded, and we recommend that the College assesses ways in which additional support can be made available for staff and faculty mental health.

5. Housing Many new faculty and staff are not able to afford housing near campus forcing them to longer commutes. Institutions such as Rollins College and Vassar College have found ways to put affordable housing in place. We recommend CC make further explorations into the feasibility of similar goals over the next five years, and re-examine compensation practices to allow for living within a reasonable radius of the campus. Our suggestions include:

a) A Faculty Housing Program that provides low-interest loans for home purchases, making it easier for faculty to buy homes in the area. CC should investigate the possibility of partnering with a lender to offer CC faculty and staff low-interest loans for purchases. This could be similar to what is offered by University of Colorado, Brandeis University or Pepperdine University. Middlebury College has a second mortgage program to help faculty and staff buy their first home in the area. Faculty and staff are responsible for securing their first mortgage for the home, which is usually about 50% of the value.

b) Partnerships with local housing developers to create affordable housing options for faculty. Vassar College built 40 units of affordable faculty housing[2] which opened in the summer of 2023. According to an article in The Middlebury Campus, Middlebury College is currently working with a developer to build affordable, workforce, and market-rate housing on property walkable to the college, both for sale and rent. This is in addition to the current rental program that is available to new faculty and eligible staff (per Middlebury Handbook).

c) Regular cost-of-living adjustments based on local cost-of-living data, which accounts for the higher housing costs compared to more rural peer institutions.

6. Workload equity – This has been called for in the previous 5-year plan recommended in 2022 – 23. We strongly suggest that the FEC create a ranking of committees (or tier system) according to workload. Faculty appointment to the committees with the highest level of work should be compensated either through block releases or monetary compensation.

7. Retirement Incentives: Currently faculty who reach the age of 59.5 have the option to take a full three years of either Early Retirement or Phased Retirement up until they are 67. The three years reduces to two years or one year once a faculty member reaches the age of 68 and 69 respectively, and the benefit is no longer available for those who reach 70 years. In the spring report of 2024, we recommended that the age at which retirement incentives are available be raised above 70. We have strong reasons to reiterate this recommendation. Indeed, as of January 2025, the full retirement age as defined by the Social Security Administration rose to 67, for those born after 1960. However, there is an incentive to delay retirement until at least 70, since Social Security payments increase each year as retirement is delayed beyond age 67, reaching a maximum payment level at age 70. In contrast, Colorado College offers incentives for early retirements, which are reduced after age 67 and then eliminated once a faculty member turns 70.

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[2] https://www.vassar.edu/news/vassar-building-40-units-of-new-faculty-housing

<u>Appendix 1: Compensation Committee Fall Charge Delivered in September 2024</u>

From the Faculty Handbook –
“The Compensation Committee is responsible for reviewing current and proposed allocation of the salary pool as well as all benefits, including retirement programs for faculty and staff. . . This committee reports to the Budget Committee.”

“Each fall the Faculty Salary Committee (the faculty members on the Compensation Committee) issues a salary report to the faculty and the administration. The Committee bases its report on compensation data from other colleges and universities, the current report of the Colorado College chapter of the American Association of University Professors, and conversation with the Budget and Planning Subcommittee of the Faculty Executive Committee. The administration takes the Salary Committee’s data and recommendations into consideration each year in preparing the College budget.”

So, the Campus Budget Committee’s charge to the Compensation Committee this year is–

1. Gather context on local and regional inflationary factors, peer comparison data (as relevant) and other information related to faculty and staff compensation. Discuss the strategic implications of the College’s salary, wages and benefits (Total Compensation) in the context of the market in which we operate. For faculty, this market includes peer institutions and private higher education, and for staff, this may be the local, regional or national job market.
2. Recommit to our institutional definitions of living wage and its use for the staff compensation model. Unfortunately, the MIT Glasmeier Index has proven to be opaque, variable, and even clearly inaccurate in recent years. So we need suggestions of viable alternatives to use.
3. Propose specific compensation pool increases for Faculty & Staff:
    - Incorporate recommended increases to faculty and staff salary pools that will be needed to achieve the College’s goals for each area. These include:
        - ♣ Assure that there are sufficient funds in the faculty salary pool to provide faculty compensation in alignment with the College’s goal of keeping average faculty salaries, by rank, above the peer average; and
        - ♣ Assure that your recommended allocation of funds maintains a living wage (see above) and a competitive Staff salary structure.
    - To the extent possible, maintain an equitable lens when considering increases across salary pools. As the salary pools are used, please reflect equal percentages in the COLA/Across the Board portion of annual increases for faculty and staff.

Please send us your recommendations by <u>Wednesday of the fourth week of Block 3 (November 13)</u> so that we can build them into budget recommendations due to the President in early December.

This subsequent work may factor into your recommendations, *and/or it may continue into the Spring*:

1. Familiarize committee members with employee benefits and consider how to help faculty and staff get the most value out of current benefits. Create a communication plan to assist with informing the community on benefits.

2. Prepare a five-year plan for compensation, based on information about anticipated overall costs (e.g. inflation, legal changes).
3. Reflect on how our ADEI-related mission is reflected in the process and outcomes of our compensation committee work.
4. Keep the report short enough to be readable and usable. The Campus Budget Committee wants to read, reflect, and then forward the report to decision-makers, so please aim for clear and concise recommendations for those audiences (10 pages or less would be wisest for the primary document). For that to happen, the final report must be submitted to the Campus Budget Committee no later than the first Wednesday of Block 8.

Appendix 2: Compensation Committee Annual Calendar

COMPENSATION COMMITTEE ANNUAL CALENDAR

Note: Bullet points are roughly in chronological order within blocks. Abbreviations: SC: Staff Council; BPSC: FEC Budget & Planning Subcommitee of the FEC; CBC: Campus Budget Committee.; ITL: In The Loop; HR: Human Resources.

Block	Staff Committee (SSC)	Faculty Committee (FSC)	Whole Committee
S	• "Overlap" meeting to onboard new staff members; and listening session (July) • Host listening sessions for community	• Members appointed (July) • Chair clarifies data analysis tasks and updates draft AAUP data for peer institutions (August) • Chair reminds Dean to send faculty salary data for previous year and national AAUP faculty report (August)	
1	• Send data request to HR • Collect cost-of-living and living wage data • Analyze data collected and conduct additional research as needed. •	• Complete data analysis, assemble peer comparison tables and graphs • Estimate cost-of-living adjustments for CC and peers • Chair reminds Dean to send faculty salary data[1] for current year • Solicit input and potentially meet with contingent faculty to solicit concerns	• Meet to discuss initial data analysis • Meet to plan outreach and discuss initial report • Receive CBC, FEC fall charges • Review notes/documents from prior years committees.
2	• Draft staff salary recommendations; share with SC and HR • Get on ITL Block 3 agenda and begin working on presentation.	• Request space on block 2 Faculty Meeting agenda, or organize alternate forum for faculty input • Draft faculty salary recommendations; share with FEC B&P • Present recommendations, data, and questions to faculty	• Share draft reports with CBC and BPSC
3	• Finalize staff salary recommendations • Present "In the Loop" report. Have HR sign off on content before presentation.	• Finalize faculty salary recommendations	• Submit final report to CBC • Develop plans for spring report
4	• Solicit input from SC on spring plans, process / procedures	• Solicit input from FEC, BPSC, and Dean on spring plans, process / procedures	• Discuss spring plans and procedures with CBC Co-Chairs
5	• Review notes from previous years, five year plan, and other materials	• Survey faculty about salary model and peer comparisons; and about benefits, including medical,	• Identify spring projects and set schedule for spring meetings

	• Review CBC charge for outstanding items. • Brainstorm and set spring goals.	retirement, and other benefits (periodically, as needed)	
6	• Work on spring projects • Begin working on EOY report • Get on agenda for ITL 7.	• Work on spring projects (2-3) • Collect long-term data on faculty salary model • Draft final annual report	• *Seek feedback on fall recommendations from various administrative bodies*
7	• Present "In the Loop" report on response to fall recommendations. Have HR sign off on content before presentation. • Inform SC of upcoming vacancies.	• Share draft report to BPSC • Present final report to faculty	• Obtain faculty input on spring report
8	• Finalize end of year report.	• Prepare preliminary AAUP data for salaries at peer institutions	• Submit annual report to FEC and CBC • Review challenges of year; begin developing recommendations for improved process • Update Teams and website • Update calendar and manual

Appendix 3: Draft Survey Questions to be conducted in next two years

Sample Questions for Faculty Survey

1. **Overall, how would you rate the institution's response to the COVID-19 pandemic?**
   - o Excellent
   - o Good
   - o Fair
   - o Poor
   - o Very Poor
2. **How confident do you feel in the institution's decision-making during the pandemic?**
   - o Very confident
   - o Somewhat confident
   - o Neutral
   - o Somewhat unconfident
   - o Very unconfident
3. **What was your primary source of information regarding the institution's pandemic response?**
   - o Official communications (emails, announcements)

- o Faculty meetings
- o Peer discussions
- o Social media
- o Other (please specify)

Financial Management and Budget Cuts

4. **Were you aware of any budget cuts made by the institution during the pandemic?**
   - o Yes
   - o No
5. **If yes, which areas do you believe were most impacted by these budget cuts? (Select all that apply)**
   - o Faculty positions
   - o Student support services
   - o Campus facilities
   - o Academic programs
   - o Extracurricular activities
   - o Other (please specify)
6. **How do you feel about the prioritization of budget cuts during the pandemic?**
   - o Very satisfied
   - o Somewhat satisfied
   - o Neutral
   - o Somewhat dissatisfied
   - o Very dissatisfied

7. **Were you directly affected by any cuts to faculty compensation during the pandemic?**

- o Yes
- o No
- o Unsure

8. **If you answered "Yes" to the previous question, how did the cut to your compensation affect your morale and job satisfaction?**

- o Very positively
- o Somewhat positively
- o Neutral
- o Somewhat negatively
- o Very negatively

9. **What was your primary reaction to the institution's decision to cut faculty compensation?**

- o Strongly support
- o Somewhat support
- o Neutral
- o Somewhat oppose
- o Strongly oppose

10. **Do you believe that cuts to faculty compensation were necessary given the financial challenges posed by the pandemic?**

- o Yes, definitely

- Yes, somewhat
- Neutral
- No, somewhat not
- No, definitely not

11. How do you feel about the transparency of the decision-making process regarding faculty compensation cuts?
- Very transparent
- Somewhat transparent
- Neutral
- Somewhat opaque
- Very opaque

12. What impact do you believe faculty compensation cuts will have on the institution's long-term faculty retention and recruitment?
- Very positive impact
- Somewhat positive impact
- Neutral
- Somewhat negative impact
- Very negative impact

13. Which specific aspects of faculty compensation do you believe were most affected by budget cuts during the pandemic? (Select all that apply)
- Base salary
- Bonuses or merit raises
- Research funding
- Professional development funding
- Benefits (e.g., health insurance, retirement contributions)
- Other (please specify)

14. In your opinion, which specific area of faculty compensation should have been protected from cuts during the pandemic? (please specify)
- Base salary
- Bonuses or merit raises
- Research funding
- Professional development funding
- Benefits (e.g., health insurance, retirement contributions)
- Other (please specify)

15. How do you perceive the fairness of the cuts to faculty compensation compared to other areas of the institution's budget?
- Very fair
- Somewhat fair
- Neutral
- Somewhat unfair
- Very unfair

Open-Ended Feedback (perhaps 2 – 3 questions)