April 29, 2010

Dear Faculty Member,

As you are now well aware, Landmark College has embarked on a structured plan to bring our faculty salaries into a competitive market position with other faculty at peer colleges.

The process began with the completion of an internal faculty salary study based on the annual AAUP and CUPA-HR Faculty Salary surveys. The next step was to contract the consulting group Hanover Associates to perform a comprehensive salary survey of 37 peer colleges. Peer colleges were defined as New England-based private independent colleges with enrollments between 250 and 1500 students, offering Associate’s, Bachelor’s, or Master’s degrees.

Based on a careful review of the Hanover Associates survey, which was shared with the Faculty Senate through the Faculty Senate Human Resources Committee, the College developed and approved the following salary range structure for Landmark College Faculty:

<table>
<thead>
<tr>
<th>Rank</th>
<th>Minimum</th>
<th>1st Qrtl</th>
<th>Midpoint</th>
<th>3rd Qrtl</th>
<th>Maximum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor</td>
<td>$55,000</td>
<td>$61,250</td>
<td>$67,500</td>
<td>$73,750</td>
<td>$80,000</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>$45,000</td>
<td>$51,250</td>
<td>$57,500</td>
<td>$63,750</td>
<td>$70,000</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>$40,000</td>
<td>$45,000</td>
<td>$50,000</td>
<td>$55,000</td>
<td>$60,000</td>
</tr>
<tr>
<td>Instructor</td>
<td>$35,000</td>
<td>$40,000</td>
<td>$45,000</td>
<td>$50,000</td>
<td>$55,000</td>
</tr>
</tbody>
</table>

The above figures were arrived at in this way: since the Hanover Associates survey used data based on 2007-08 IPEDS Data (Integrated Post-secondary Education Data System), the average ranges were increased by 3.7% (the AAUP Reported Average Annual Increase for 2008-09) and then adjusted upward another 3.0%, based on our best estimate of what we expected to provide for an average annual increase for 2009-10.

We have since learned from the AAUP that the national average increase for faculty in 2009-10 was 1.2%. We also learned from the same report that 32.0% of faculty in higher education actually experienced a reduction in compensation during 2009-10.

Although a small increase in faculty salaries was reported by AAUP, our new ranges retained the 3% placeholder for 2009-10 that we had earlier projected, which should position Landmark College salaries ahead of the 1st quartile averages for peer colleges in the coming academic year.
Consequently, there will be no additional wage increase this year, beyond the proposed adjustment to the new, first quartile for each rank that is published above.

With the first payroll of the 2010-11 Academic Year (August 11, 2010), all Professors with academic year base salaries of less than $61,250 will be adjusted to that amount. All Associate Professors with base salaries of less than $51,250 will be adjusted to that amount. And all Assistant Professors with base salaries of less than $45,000 will be adjusted to that amount.

Faculty with current salaries greater than the first quartile for their respective rank will not receive adjustments beyond the 2% they have already received in January. This is based on the understanding that these individuals are already receiving competitive salaries in relation to their peers at colleges within the peer group identified within the Hanover Research study.

A related question that was considered concerned how the adjustment would impact faculty currently on extensions through the Rank & Promotion process. In response to input from the Faculty Human Resources Committee and others, Dr. Katz approved the following approach:

Faculty members currently on extension in the Rank & Promotion reappointment process will receive compensation for Fiscal Year 2011 (The Fall 2010/Spring 2011 Academic Year) according to their current ranks. Each faculty member on extension will be asked to sign a letter of understanding stating that, if the faculty member is not reappointed to his or her current rank and must go down to a lower rank, the faculty member’s compensation will be adjusted to the first quartile of the lower rank or to their Fiscal Year 2010 salary (whichever is greater) for the next fiscal year.

The compensation adjustments described in this letter represent nearly half a million dollars in expenditures by the College to bring faculty salaries to competitive market levels. In the future, the College will consider introducing variables such as length of service, workload, credentials, and performance evaluation into the equation, as we attempt to adjust faculty salaries upward toward the midpoint of the new ranges. Faculty input will be invited through the auspices of the Faculty Senate and Faculty Human Resources Committee, as the College continues the work to develop a competitive and transparent compensation program for faculty.

Our hope is that employment agreements for faculty with new appointments and compensation letters for those on current multi-year agreements will be issued following the Board of Trustees approval of the budget on May 14. In advance of those letters being issued, the Human Resources Committee of the Faculty Senate invites all interested faculty to the following Question and Answer sessions:

- Tuesday, May 4 - Dining Hall Conferences Room B from 12:30-1:30 p.m.
- Thursday, May 6 - ADM Conference Room from 12:30-1:30 p.m.

With best regards for a fulfilling summer,

Brent E. Betit., Ed.D.