

FA – EB Salary Cut Announcement Survey

Preliminary Results (n=121)

Executive Summary

In response to the recent austerity measures announced by President Garvey on October 8th in his letter to the CUA community, the CUA Faculty Assembly conducted a weeklong survey of the faculty to evaluate faculty response. The survey requested faculty interest in immediate pay cuts starting in November or postponement until the next academic year. Additional questions asked faculty to rank agreement with austerity measures. Respondents could also provide written comments as desired.

There were 121 respondents to the poll. Only 21.5% (26) of faculty selected for the immediate (November) salary reduction option, whereas 52.1% selected postponement of salary cuts until AY21-22. The percentage of faculty who had not yet decided was 26.4%. Even though the salary cut of 4% is considerably lower than ranges in previous versions of austerity plans (10-15%), many faculty indicated this salary cut was not appropriate (63%), especially after nearly 10 years of no salary increases nor cost-of-living adjustments. Only 19% thought that 4% cuts were appropriate. Similarly, 80.2% of faculty did not feel the 5% reduction to academic budgets is appropriate. Only 9.1% felt the 5% academic budget cut was appropriate. Faculty (86.8%) were concerned about the impact of these cuts on their academic unit's operations as well as the university's ability to achieve its stated mission (84.3%).

Open comments centered around several themes: 1) inappropriateness of pay cuts to faculty and staff after years of no wage adjustments and the impact of these cuts on lower income staff and faculty at CUA; 2) displeasure with level of leadership's salary cuts and sentiment that these levels are insufficient to demonstrate commitment and leadership in a crisis, especially after disproportionate increases compared to faculty/staff wages over the past decade; 3) overwhelming concern that the cuts to academic sector budgets will impact individual units' ability to achieve its academic mission and the university's ability to provide quality education for students; and 4) finally, the need to utilize the full resources, not just salary cuts, available to the university to address the current crisis.

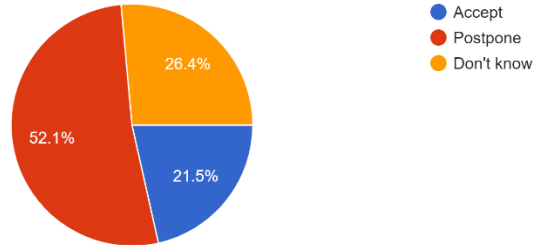
The Faculty Assembly recommends the leadership and the Academic Senate consider the implications of these results in its near-term planning. These include:

- There may be insufficient interest in the November salary cut option to meet the university's short-term financial needs. Discussion at the recent FA meeting noted the obvious disincentive for non-tenure track faculty to participate in the program due to veiled threats of layoffs. Assurances may be needed to increase faculty buy-in and participation.
- The university should carefully consider the impact of budget cuts to the academic sector as it impacts the primary revenue generating operation of the university. Discussion at the FA noted the sizeable increase in operating expenses in Enrollment Management (72.3%) and Student Affairs (89.3%) between 2010-18 compared to the modest increase in academic area expenses (13.0%) over the same period.
- Finally, the wisdom of reducing budgets for part-time faculty should be scrutinized carefully. Part-time faculty are the most cost-efficient instructional faculty and cancellation of courses taught by part-time faculty is likely to affect university revenue generation.

Survey Data & Results

Do you intend to accept a 4% pay cut on 1 November, or postpone it until next year's salary notification letter is sent out?

121 responses



Postpone

63 responses

Don't know

32 responses

Accept

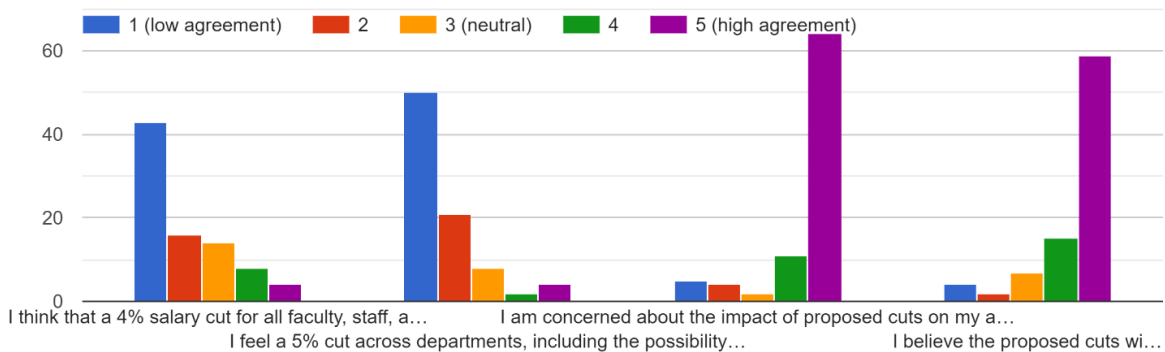
26 responses

Average = 1.69 (Stdev = 0.8; StdErr=0.07)
Scale: 1=Postpone; 2=Don't Know; 3=Accept Cuts

Rank Level Questions	Avg	StDev / StdErr
Q1: I think that a 4% salary cut for all faculty, staff, and administrators making over \$50,000 is appropriate.	2.13	1.30/0.12
Q2: I feel a 5% cut across departments, including the possibility of some layoffs, is appropriate.	1.78	1.11/0.10
Q3: I am concerned about the impact of proposed cuts on my academic unit's operations.	4.42	1.16 /0.11
Q4: I believe the proposed cuts will negatively impact the university's ability to achieve its mission.	4.39	1.03 / 0.09

Scale: 1=low agreement | 2 = moderately low | 3=neutral | 4 =moderate high | 5=high agreement

Please rank your level of agreement with the following statements (1=low agreement; 5=high agreement).



Comments/Suggestions: 43 responses

Themes: Thoughts on Pay Cut

- The size of the pay cut was likely determined by politics, not by budgetary needs. A 4% cut (which is less than the 10% cut previously entertained) sounds too small to justify protests & lawsuits, even if it fails to balance the university budget.
- The salary cut should be graduated--higher % for salaries over \$200,000.
- I still think cuts should be progressive, not across the board
- I'd like to see a progressive pay cut and a higher floor than 50K for the salary cut.
- 4% across the board is unfair. In DC, 4% to 50k threatens basic livelihood in a way that 4% to 100K+ salaries doesn't.
- My biggest complaint about the salary cut is that it was not graduated. 4% means a lot more to someone making \$60k/year than someone making \$120k/year. I feel that the cuts should have been graduated based on salary. I am also concerned about budget cuts to our department, which already had very limited access to funds.
- Have a progressive cut like the Tax system. That is more fair. If an administrator's salary is 500k 4% is nothing. Our salaries are already 20-30% less than peer institutions. Many faculty members and employees who finds a different University with same or higher credentials left or will leave CUA because of the low salaries.
- It is not clear what the benefits would be for taking the pay cut in Nov as opposed to Aug
- The university's financial is regressive. Younger faculty with families should not be unduly penalized. Their percentage of salary loss should be lessened.
- To me a 4% salary reduction sounds too good to be true (especially considering that it was not in any of the plans discussed in the Academic Senate). Further cuts are more likely than not. If the situation (regarding infections rate and hospitalizations, both at a national and regional level) worsens, the 10-15% salary reduction plan is very likely to be back on the table and presented as an inevitability.
- We should not make any pay cuts
- It is good the salary cut is not as high as proposed earlier, but administrators should take a greater share of the cut because their salaries are much higher than the faculty and staff. The University needs to let us know how to indicate when we would like the salary cut to start.
- For the question on 4% cut -- I favor a more graduated -- e.g. those who make more have higher cuts. I'm not opposed to 4%, much more reasonable than 10+% talked about before, but doesn't make sense to me that cuts to someone making 60K and 200K would be the same, for example
- The salary cut is especially hard on faculty on the low end of the salary range (clinicals and other full time instructional staff making just above 50K) and newer faculty. With no yearly cost of living increases or significant raises, the 4% pay cut will result in me making less than I did in the first year that I was hired at the university. Costs associated with working here (such as commuting, parking, insurance, etc) and the cost of living in the DC Metro area have all risen in this time. I would respectfully suggest that salary reductions shouldn't drop a person's salary below their initial salary at hiring.

- It seems like the bottom cut-off for the salary cuts should be slightly higher to continue to provide a living wage for DC residents (see MIT living wage calculation: <https://livingwage.mit.edu/counties/11001>). Also, I think that, in keeping with the mission of the university, extremely high wage earners should take a larger hit than low wage earners - in particular, no bonuses this year for administration.
- not sure what 'appropriate' means, depends what's the alternatives. same for proposed cuts. loss of tuition revenue impacts ability to achieve mission, cuts are result
- Although it's not the 10-14% cut on the table at one time, I think these cuts are incredibly unjust. We are already overworked and underpaid.
- We have not had a salary cost of living increase for the 5 years I have been here, yet administration has continued to get bonuses and salary increases during that period, take international trips, lavish celebrations and more. It is not a good message to send to faculty after admin increases their positions and salaries in a top heavy organizations. It is not very Catholic...my God has been frowning for some time at leadership's deaf ears to faculty requests for at least a cost of living raise. This is a poor leadership example for the students who love their faculty.
- I would like to raise a concern that administration seems to be doing classic Management trick of lowering initial cuts in respect to previously discussed. That aims to lower resistance and set precedent. In some time when they will admit obvious that next semester won't be normal what will stop them from lowering our salaries further?
- The faculty are paying the price again!
- After years of not properly compensating faculty and staff and no raises while the Magnificent 7 have rewarded themselves, a 4% cut further pushes our faces into the mud.

Themes: Leadership Cuts

- Cut administrators' bloated salaries; If administrator bonuses are being "banked" (ie. promise to pay back at a later time) faculty/staff salary losses should be paid back as well
- First, thank you, thank you, thank you for your hard work and bravery! I am concerned that senior administrators and faculty/staff are treated inequitably in terms of reversal of any financial sacrifices. Their bonuses are deferred not eliminated and I suspect they will still get generous pay raises for service during a time of crisis. I would like to see the language used for faculty who defer starting the pay cuts to the start of the next contract. Will we see language opening the door to other cuts as was done for this year's contracts? Finally, some staff and faculty are on the brink of financial ruin. Will CUA consider a system of low interest loans with some loan forgiveness? Senior administration have greater access to leaders who can facilitate this. I am comfortably off and may retire in the next few years. Others are not so fortunate. Please also see if you can access the survey sent last week about questions for the President and Provost.
- Two statements we may want to crosscheck: In the most recent Academic Council meeting, [it was indicated] that A&S budgets are not subject to the 5% cut, because they are already stretched. Further [someone] told us that the upper admin is also taking the 4% cut, on top of the previous summer salary cuts, so Pres. Garvey's cut is 20+4% now, and then upper

leadership's is 10+4%. (That was not clear to me at all from the statement put out by Garvey.)

- There needs to be greater sacrifice on the part of the administration. Making their salary cuts over 12 months while faculty are at 18 months is an insult. A number of these administrative vice presidents need to be eliminated. I remember when we did not have all these assistants in the Provost office. John Convey had an undergraduate dean and a graduate dean and that was it. The Dean of Arts and Sciences had no buffer between that office and the faculty. We are sacrificing the graduate history we have built over 100 years, and we are becoming a third-rate institution. The administration has paid no attention to the Middle States Report and sought to repair relations with the faculty. Once again, we are told what to do, no questions asked.
- We have received very little concrete information about the pay cut options so I have no idea how to decide what to do. I still do not understand why our upper administration salaries are so high when we are a non-profit institution and think that larger cuts should be made at that level.
- High ranked administration team should get a deeper cut, if only for proposing such an unacceptable procedure.
- What information do we have available about upper administration's salary cuts? Are they proportional to ours, or only a small amount of their overall salary?
- Where is the proportional cut for higher income administrators? Lead by example.
- Our administrators should have a higher percentage cut.

Themes: University Mission

- What happened to our Catholic values with these pay cuts? 4% will do measurable harm to my family's well-being. Someone on a six-figure salary won't feel it in the same way.
- I wonder if the University's plan to only target upper middle class conservative Catholics is really working out. Perhaps diversifying like Trinity and being open to all Catholics and those who support the mission might sustain the University....just a thought.
- It is absurd to say that the cut to departments is 5% when the cuts are being made in ways that are that are much more severe than 5% would imply -- in my tiny department: we are being asked to give back 25% of our adjunct budget -- since we have only 2 FT faculty, both of whom are on sabbatical this AY -- being asked to give back 1/4 of the pittance of adjunct that we normally need to barely stay alive in a year when we need 100% more adjunct hours to replace the faculty on leave to stay afloat is impossible, absurd, and frankly RUINOUS.
- These proposals are too short term. Eliminate departments and programs that are not germane to our mission, e.g. Media Studies.
- I think the proposed cuts will certainly negatively impact the university's ability to achieve its mission, but I don't think it's unreasonable for cuts to happen in the current circumstances.
- The proposal for a 5% budget cut to departments feels like a way to fire people without saying so, and to permanently reduce the size of units. I understand that some positions will need to remain vacant for budget purposes in the short term (1-2 years), but eliminating them permanently seems a case of using covid as an excuse to downsize units that they wanted to cut anyway

- The 5% cut across departments and units causes me concerns. I would like to know how it will impact my unit but our dean and department chair are not saying anything at this point. I wonder why.
- It's time for a new leadership which actually believes in Catholic values of solidarity, and justice. More of the same will lead our beloved institution to ruin. Cuts to academic units moves us further from CUA's mission.

Themes: Other Financial Resources

- University should find other ways to make up the shortfall in its budget, such as refinancing, selling land. It should especially consult with the faculty which is bearing the heaviest burden of current conditions, viz doing the teaching that sustains the university and for which it exists, and is being asked to take disproportionate salary cuts. The University's "management" is both disparaging and defying Catholic Social Teaching by privileging wealthy administrators and enforcing hardship on staff and faculty.
- I need more information about alternatives before I can evaluate the university's plan. What are the choices?
- Every possible solution NOT including pay cuts and program cuts should be exacted first, such as cash on hand and sale of land!
- There are resources at the university to address the near-term needs.
- The challenge we raised to the pay cuts was not a request for a lower percentage but rather an answer to the question, have all other avenues for saving been tapped? Is this a last resort action? Was that question addressed? Second, the upper administration is praised in the president's report for having taken the first step in taking pay cuts. In fact, the faculty did this years ago when we were forced to go for nearly a decade with no 2 or 3% cost of living increase. We have taken that percentage cut for nearly a decade. It is encouraging to know that the administration is trying to catch up to our level of contribution to the deficit. Third, the elimination of all currently unfilled faculty positions will CRIPPLE our graduate programs and probably cause them to close down in a couple of years. We have been working at 2/3 capacity for 5 years in my area. At that rate, there is no future? I am not sure whether the administration is aware of this catastrophe or whether that demise is part of its plan. I'd like an answer.
- The lack of concrete plans on how to improve revenue generation is concerning. Specifically, cuts in scholarships decrease number of students coming; cuts in adjuncts budgets and higher number of students per class will deteriorate the quality of instruction and overwhelmed the already overwork full time faculty (tenure, tenure-track, and clinical). This will also negatively affect research time, which goes against the goal of making CUA a global research university.
- The key issue us not expenses, but revenues. Why is no one talking about how we can attract more students? Get the faculty involved in that!!!!

Themes: Other Items

- I think we should also discuss the Provost's website that suggested larger class sizes for spring that are too large for many small programs, more in-person classes (punishment of

even higher class sizes if you will be an online-only class), and the new spring start date that is pushed back. <https://provost.catholic.edu/newsletters/index.html>

- Major aye to the last email item - shared governance!
- The President should realize that the most important aspect of his job is fundraising.
- I think the Faculty Assembly is the only voice of the CUA faculty.
- I wish we could unite and go on strike or walk out; this university is continually taking advantage of the goodwill of faculty members!
- The "level of agreement" questions didn't seem to account for disagreement.