

What other concerns/questions, would you like answered regarding the proposed change to the faculty salary system?	
1	I am starting a doctoral degree in May. Will I receive a pay increase for finishing the program? If I am in no financial gain for doing this, then why go \$30,000 in debt?
2	Will it change my current salary?
3	How was this decided without input from faculty? Why are we changing the system? What are the changes to the system? If changes are merit based, who determines the merits? If the entire system is changing do we get re-evaluated under the new system and potentially elevated based on our contributions in the old system? What parts of the system stay which change and which are new? How do you expect us to work together in the future if you make unilateral decisions without our input (lack of trust)
4	What are the performance/time requirements for salary advancement?
5	Does this allow for industry based pay scales? How are the scales based to ensure salaries are not reduced?
6	I am interested in getting detailed and fully aired responses to why, who, how and when decisions such as moving to a new compensation system are made and importantly, why the written communication of such institutionally systemic proposals is often transmitted at the end of the term either before winter or summer breaks, making it difficult on the faculty as a whole to be made fully aware and involved as it should be.
7	Does seniority play a part in this system?
8	MFA terminal degree should be higher pay than an MA degree.
9	If the change is made to go to an open system, what affect will this have on current salaries?
10	Why are we changing the current salary schedule? Who proposed the changes? Will faculty get to vote on whether we change the current salary schedule?
11	We need to address Salary We need to address exactly how all the changes affect and protect both student and teacher situations and whether this new system is viable. Remember, we are already underrepresented. When was the last time we had steps and raises on a regular basis? I think the minimum wage will be up several dollars, do they plan to raise us to offset this? I think not.
12	I support a change that would allow for equal pay for equal work. Those of us who got into education late in our careers work just as hard and contribute just as much, but are not paid based on what we currently contribute -- just on how long we've been in education. I like the idea of an open-range system to provide more equity.
13	How will the proposed changes affect professional growth academic advancement? Will that continue to be a separate process from any so-called 'merit' or other salary advancement mechanisms? How will faculty currently in academic programs of study be impacted? How will 'merit' be defined? Who will be assessing and determining any merit increases? Will there be a grievance or dispute process?
14	I am an Occupational faculty member without a Master's Degree. I am also a single parent to 3 small children. I have worked in the district for almost 15 years so I am at the top of the scale but all the way to the left. The ONLY way I was able to get an increase in pay was to pursue a Master's Degree. This is extremely expensive but I am desperate for more money to support my children. I calculated the cost versus the time I would be working here and my pension. It came out a little ahead if I were to invest the money to pursue my degree. I have taken out \$25,000 in loans so far and am not yet done with my degree. I have spent 1000s of hours locked in my room while my children fend for themselves and I study. This has been a HUGE sacrifice for my family. I also did not consider all of the interest I am now paying for these loans and my spreadsheet gap is getting smaller and smaller. If it's true that our salaries will now be recalculated and this new degree does not count or maybe I never even needed it after all, it is unfair. How is this able to be done when we were not included in the study they are referencing to say that it's now going to happen?
15	How will it all work?
16	If the salary package as it stands is at risk, are other benefits also at risk? What about the retirement package is that at risk? What is the motivation behind this? Is it believed that we are not "earning" our salary? What will be the "proof" required for advancement? Are we going to change to a proof based raise system such as the university so instead of focusing on teaching we will need to start publishing?
17	I'm extremely concerned that this action is illegal in that it violates the RFP. Additionally, if enacted, it will decimate morale among faculty and make it impossible to recruit qualified and superior faculty for the district. I am considering contacting an attorney to determine the validity of the action and what measures can be taken to address them in court.
18	Why is a public organization changing to a private sector pay model, when public organizations from the federal to state/local levels have designed and used successfully a pay model that is socially equitable and equal?
19	What is an open range salary system? Why was there no discussion at all with Faculty prior to this decision being made/ Do we have recourse in the RFP to stop this change?
20	How does this impact FPG? We currently can choose to take FPG opportunities in exchange for a salary increase. Would this remain? Or would we be mandated to do FPG with no recompense?
21	What is the comparison/contrast between benefits of the specific type of open range system proposed to faculty and administration? What are the faculty benefits? What are the administrations' benefits?

22	<p>This is straight out of the playbook used by For-Profit schools. My first concern is that they are using the salary range of for-profit education instructors which is SIGNIFICANTLY lower -- like half. For Profit does not reward faculty for advanced degrees, in terms of compensation or experience. My second concern is that in for-profit salary ranges, instructors must receive a nearly perfect score on the performance review to be considered for salary increase. Those criteria are nearly impossible to achieve and the schools only allow a certain number of people to receive it each year. The decision is subject to administration's preferences. Suggestion: for-profit faculty use our district as a standard to negotiate higher salaries. It would be beneficial to them to support our faculty stand. Perhaps joint support is possible. They do not have a union or any protection. In fact, faculty are treated as the lowest priority in the organization. I feel that this salary discussion is just the tip of the iceberg to strip faculty of all benefits and rights.</p>
23	<p>Do other colleges (outside Maricopa) use an Open system? How has it worked for them? Do we have evidence that salaries are affecting our retention? What is the prevailing rate for effective instructors outside MCCCDC and how will the open system allow us to compete? While we understand that competition can make each of us better, and ultimately benefit the students' experience, how would we measure instructor effectiveness fairly? (Personal Information Removed)</p>
24	<p>What is the problem they are trying to solve with the elimination of the step program? Where is the data that says the step program is detrimental to quality education? What research says this open range system is superior to our current system? Our Chancellor touts her love for research based decisions, where is her research that this is a good decision? If this was based upon consultant's research, can we see the report and the research their conclusion was based upon? (Personal Information Removed) was Chancellor from a district that has a step system, what is her experience with the step system?</p>
25	<p>An open system will likely lead to inequities in salary, and build resentment between faculty at different salary levels with the same experience. I have previously worked in this type of system and invariably women make less than men, minorities make less than White faculty members, and when people compare notes, they get angry and it is discouraging. What do they plan to build in to a new system that will prevent these types of issues? Also what constitutes Merit (if merit will be used to decide who gets raises and who does not). How will this be documented? This proposal is fraught with problems I do not want to experience again.</p>
26	<p>I want honesty from the FEC presidents who have served in the last ten years: Have you been aware of and agree with the decision to move to a salary range? To be as clear as possible: Have you been working with the administration behind the scenes to make this happen and are now working with them to have faculty accept this new direction?</p>
27	<p>Would there be any risk of lowering our current pay? How is overload paid? Why does it need to change?</p>
28	<p>Who determines a salary increase? How? And how often?</p>
29	<p>While many of the questions listed in the email are ones I have, there are others such as what does the literature say about performance-based pay systems for educators? Do they produce the intended outcomes -- or do they have unintended consequences (increased competition among faculty is just one possibility). In addition, what is the merit based pay system being proposed? Who would determine the salary based on what performance? based on what evidence--retention? student grades? persistence? size of classes? IDP? As stated above, what unintended consequences might ensue if faculty feel pressure to "ensure" strong retention, successful completion, or persistence rates...or "better" student evaluations...etc.</p>
30	<p>Faculty salary should NOT BE Based on an open range system. It would too much power in the hands of rogue Division Chairs and upper administration, leading to job dissatisfaction, fear of retribution; would not be an equitable or fair system. It will dissolve the academic environment, create negativity, suspicion, and discouragement.</p>
31	<p>What precisely is an "open range system" and how would it be implemented?</p>
32	<p>Does this change apply to new future hires or current faculty alike? What is the cost savings and modeling to shown how this will save money and improve faculty performance? Is this new compensation mechanism being publicized by HR so faculty job applicants can evaluate MCCCDC as a potential employer compared to sister colleges in the western states using step scales. Perhaps the VC for HR might read about a study of steps versus performance pay as evaluated by Arizona's Green Valley Fire District. The report is an open access PDF. <a href="http://hsdl.hsdil.org/?abstract&amp;did=698042">http://hsdl.hsdil.org/?abstract&amp;did=698042</a></p>
33	<p>After researching some open range salary plans, I would like to know what assessments will be in place to determine if a faculty member is "effective" or "highly effective" ? I would like to know what the range will be? Will our base pay in Maricopa be lower? Will the top of the scale be equal to or more than it is now? Will faculty members with PHDs be able to earn more unlike in the current step system? There are numerous open range salary programs in place around the country, so I'm sure the FA is researching those so they can be prepared to argue for the most appropriate system. Finally, will this system actually be predictable, or will the Chancellor just decided when to give raises regardless of faculty performance like we've seen in Maricopa for the last 8 years? (Personal Information Removed)</p>
34	<p>I would like to hear the full explanation of what the change would entail. However I do appreciate that a thoughtful list of questions has already been generated. I am nervous that this may be a non-negotiable item...</p>
35	<p>Why does the VCHR think she can unilaterally make the decision to move from steps to a system that allows administrators complete authority to give or withhold salary increases. I do not trust administrators to decide what I should earn. This needs to be stopped immediately until faculty have a chance to provide input.</p>
36	<p>Why is the salary system we currently use not satisfactory? Who decided the faculty salary system needs to be altered, when the MCCCDC and campus administrators' salaries far exceed faculty salaries, including all the professional growth opportunities for administrators?</p>

37	I don't like this proposed change. Also, I don't like that these issues are brought up at the end of the semester when most faculty are focused on grading. Seems a little shady to me.
38	On what bases would adjustments to a faculty member's salary (e.g., merit pay) be determined? What would be the cost of determining such adjustments, for instance in terms of the hours spent by managers and peers reviewing a faculty member's work? I am concerned that this system will require more bureaucracy to implement and maintain than our current system does. On that basis alone, the proposed change may not be cost effective. I am also concerned that the proposed change will make the faculty salary system opaque and unfair, with faculty eligibility for pay increases being determined differently at various institutions.
39	What would this do to the pay of current faculty members? How would placement and movement in the "open range" be determined? Is this a first step toward eliminating faculty positions? Is this a first step toward eliminating the RFP process? I'm not a big fan of the "interest based negotiation" as I think it has been used to the detriment of faculty. As you noticed, this isn't used when administration just decides to make a change.
40	Why even have an RFP if it can be nullified in this way?
41	Lecture and lab loading being equal
42	A) For those of us that have been at the same salary step with minimal increase down the scale for years/decade, will there be opportunity to increase our salary? B) If someone is hired and given a higher salary based on nepotism, will other faculty who have been here longer and are currently paid less, get have their salary increased? B) Finally, a major concern is that someone can negotiate a higher salary with less experience than current employees in the same position and possibly supervisors. If this is the case, will those incoming employee salaries be capped? Or does this mean that there are opportunities for current faculty to petition for a pay raise down the pay scale?
43	1. Is this proposal official or is it just research findings? 2. I've never seen faculty anywhere not be on a step system and don't believe it will work. 3. We should have an emergency all member meeting to take a vote on refusal of this change to RFP.
44	What in the world is an open range system (or whatever it is called)? The e-mail sent out does not explain this at all.
45	Will the new system result in a decrease in pay for faculty? Will we still be given salary advancement for educational merits? How will raises be given?
46	How often will a faculty member's performance be assessed for a raise? How will bias be controlled in the assessment process that determines an advancement? Will there be a formula used to determine the pay increase? How will this impact hourly rate pay for overloads? Or, adjunct pay? How will this impact educational advancement (slide)? Will those with a Ph.D. be able to gain advancement for continued education? Will the ranges be adjusted for cost of living? Will there be different ranges between teaching and service faculty? Will there be different ranges between disciplines of study?
47	You have asked most of the ones that I have, but I would like to reiterate that it be clarified: 1) who made the decision to abandon the established Meet and Confer interest-based negotiation process (which has worked successfully for both parties since it has been instituted and followed), and 2) on what rational basis was this decision made? In other words, what was problematic about the interest-based approach already being utilized by faculty and administrative teams at Meet and Confer? What, EXACTLY, was broken which required this unilateral, positional change from District Admin, the effect of which will literally destroy the good will and working relationship cumulatively developed between faculty and admin via continued utilization of the established meet and confer process?
48	Will those outside of the range (higher) be down graded? Of course they will! That's the reason for the change. Will faculty move to this cultural wasteland or remain here with Low wages. Of course not.
49	I want to see guaranteed annual pay raises
50	How will district decide what salaries will be for individual instructors? Will this salary scale affect overloads and additional contracts such as evening supervisor etc.?
51	I just want to know the details of it, and why they made this decision.
52	An Open Range system might give the administration the authority to unilaterally reduce salaries based on salary structures for community college faculty, nationwide. I would like to know if such a reduction is on the table.
53	What exactly does open range mean? How will this affect those of us who were hired at a certain salary? How does this fit into the plan to move towards a 60/40 faculty ratio?
54	How will the proposed faculty salary system affect our current salaries? Can salaries slide down as well as up? In the step process, we have clear expectations about our advancement and future salary. How does the proposed system answer to the expectations of predictable advancement?
55	There is not enough information to even know what to ask. Have the questions that are posed in the email answered first then send out the survey again.
56	I think all of your questions are good. What would happen to the cost of living increases? Would this plan be applied to all faculty at once and result in changes of our current levels of compensation? What governs the percentage of funds that need to be spent on instruction vs administration?
57	I am not clear on the specifics of the open range system, what are the parameters, what does this email actually mean to faculty?

58	I would like some assurance, some recognition that the Chancellor and Governing Board recognize their obligations to operate under shared governance. Too often, it seems that the Chancellor and Governing Board recognize it when it suits them, and not as an ongoing principle.
59	Exactly how will an open based system work - how will salary advancement happen.
60	What is an "open range system"and how does that change where one is now.
61	How predictable will the raises be and will their be a punitive aspect to raises that could come from one admin employee that can effect salary. Can my salary decrease?
62	Get rid of the faculty load limits. It's another way the District limits our ability to make money as well as offer programs and classes to our students that they need and want.
63	Would this affect our pensions? Could our salaries be reduced under this system?
64	What is open range salary system mean exactly? How will present salaries (where each of us is placed) be affected? Could we make less than we are presently? What are the standards to merit a raise? What scale are they looking at?
65	Concern: need more details of the proposed change to have questions.
66	This system seems to imply much more subjectivity, how will initial and subsequent salary placements be made. As a woman, I have concerns that this type of system may allow for greater gender bias and I'd like to know how this will be addressed. I echo some of the questions already being asked: what purpose does the change serve? what problems are being remedied? what structures/rubrics will be in place to ensure that the system remains fair and not subjective? If advancement is dependent on outstanding performance who will determine this and how? Why wasn't this addressed by IBN? Why do these announcements get made right as faculty are leaving on break. This timing has been used before to suppress feedback and concerns.
67	How does a faculty member advance in terms of salary in an open range system? What checks are in place to ensure there is equity in how faculty advance?
68	MFA and terminal degrees should be paid more than an MA degree. What determines "good behavior"? Keeping my mouth shut? What determines "good performance"? Every students receiving "A" grades?
69	Is this an attempt to dissolve the "Appointed" status and in effect remove what is equivalent to tenure?
70	Are we in danger of administration telling us that our current salaries could be reduced? Is the existing structure that determines salaries going to be chucked?
71	Can we do a salary study of district admin. and all admin. as part of this process? I am completely against this proposal as I have lived through this experience before and it was not pretty. It harmed teachers.
72	Lack of support from administration to faculty.
73	Is it possible that faculty salaries will slide backward when we switch to the new system? That is, is it possible that a faculty member will make less next year for doing the job they do this year? What is the implementation date for the new system? The District has a significant surplus and the current salary structure has been in place for many years. During this time the District surplus has increased. How has the current step system burdened the District financially when the District surplus continues to grow? Where is the open range system currently utilized and what were the benefits to the organization(s) and employees when the system was implemented? Is there a case of an organization moving from one salary structure to this one? What were the ramifications of the change in system?
74	Will anybody's existing pay be lowered? When would this take effect? What will be the criteria for determining placement within the new system? Will those that are currently "topped-out" have an opportunity to increase their salary under the new criteria?
75	Who and more why?
76	Will there be any system for raises? The state of Arizona scrapped their step system in the 1980s. Raises since were dependent on the legislature, which rarely approved raises, and generally they were very small. As a result employees fell below the market. New employees stayed at the bottom of the pay scale until a market study was conducted, which would bring them up to average for a short time, until they fell behind the market again. Getting rid of the state's step system saved tax dollars, but employees lost pay and as a result turnover rates and employee quality suffered.
77	What is the range for faculty? How can faculty petition for the highest salary in the range? How soon can faculty petition for the highest salary in the range? Can salaries be lowered? What do faculty have to do to maintain and/or increase their salaries? What does merit mean? What does equity mean? On another note, one of the reasons I came to this district is because of opportunities to increase my pay as a result of my hard work--what will that process look like now? And who is defining what all of that will look like?
78	Clarification of impact on all faculty, no matter length of service
79	The open range salary system used at other university and college systems created "targets" for advancing the faculty/teachers. What will the "targets" be for advancement? What will the "carrots" be to encourage growth in our positions? Right now after teaching in MCCCDC for 20 years, there is no position I can advance. What is the motivation to progress? If I publish, if I research, if I pull in a grant, these offer nothing toward my advancement as they would at ASU or UofA. Have we thought of the FPG?
80	Open range systems are inherently unfair because salaries can become arbitrary over time. This leads to all sorts of discrimination, like a glass ceiling.
81	I simply need an explanation of the open-range system.

82	Here is what I found via a Google search: "An open range salary structure is a salary range with a minimum and maximum value, with no steps in between. An employee's salary can be at any point between the range minimum and maximum. Employees progress through the range via merit increases, based on performance, or via equity adjustments." How will merit be determined? Who determines merit? What does merit look like for community college (getting published, acquiring grant money, student evaluations, etc.)?
83	Where is shared governance in this process?
84	Is this a "merit-based" system? Would reduction in salaries be implemented through this system?
85	Open range pay structures award pay increases based on merit or performance. Does this mean there will be an evaluation process for Appointive Faculty? If so, what will it look like? Something akin to PAR? And wouldn't this undermine the protections afforded to individual tenured faculty under a shared governance system?
86	It seems that the justification for increase in salary in either structure is the same (i.e., merit or performance) but without the regulation on what monetary value that has. The district will need to set standards for increases in order to keep the system unbiased and equitable. From an outside perspective it seems that working within the current structure without guaranteeing steps would be a cleaner transition than changing everything.
87	1. As this rips up a large portion of the RFP (anything dealing with salary, advancement, initial placement...) what is the future of M&C? 2. Is this going to be the continued practice of the new Admin? That is edicts from above... See lab fee accounts and now this. 3. How will this help fund other shortages being created by the admin? The fund of \$3 million for the next three years for the lab fee fiasco in no way covers the \$8.4 million the colleges have been using in lab fees, so how will that get divided? What assurances do we have that the college admins will fund the labs after this initial 3 years? My guess is none since we can't take them at their word on anything at this point. I could keep going but am so disgusted right now that as the compensation study was supposed to help attract and retain faculty, I am seriously considering looking for a new position outside of MCCC as the dictatorial nature of the recent changes make me fear for the district and its employees.
88	None. You did a great job!
89	1. We NEED consistent salary increases AND cost of living increases. 2. District contracts for health insurance, copays increase and salary does not keep up. 3. District health insurance continues to cover less and less services. 4. Out of pocket expenses continue to rise. How are dedicated, active faculty to adjust to these issues, and others, when we have no step increase consistency? No COLA consistency? According to public documents management at district receive housing allowances, stress reduction health allowances, etc.... really???
90	We are paid above market value, and we all should know that. Some California colleges pay more, but the cost of living eats it away. I came here because of the higher pay here. And, I expected to move incrementally to even higher pay through annual steps. A salary range system based on the market value will almost certainly freeze my salary for 10-20 years until the market catches up. I won't stay if this happens.
91	I understand that we are going to a performance-based system. In many departments, where chairs are elected, the "losing" person (or people who voted) are ostracized. This is the very reason a step system worked so well. To make Faculty Salary "Performance Based" opens up a whole new issue based on election promises, true measure of performance, favored treatment for voters, and a host of issues we would rather not discuss. It would give a chair financial sway and that is never a good thing.
92	It seems quite vague. It needs to be explained in a lot more detail.
93	I have no idea what they mean by Open Range? What does that look like. I do not feel I can make an informed decision until I know more about what is being proposed.
94	What exactly is this change? I don't understand what this is doing. Is this a method to reduce our present compensation?
95	If you can get solid answers to the questions you have ask it will be very helpful and we will know what is our next step. I hope we are at the table for these discussions.
96	What, exactly, does "open range system" mean in relation to salary??? That's the great unknown! Until that is defined, how can we discuss potential issues? How long have discussions about this change on faculty salary been occurring? Why are we now being notified of this? Is this a recent occurrence, or has this been in flux for a while? We need more open communication!
97	does this weaken the RFP? who will determine salary increases- IDP committee, thus will all faculty have to move to IDP concept?
98	My concern is grounded in points #7 and #8. An "open range" system for initial placement to me means that a job candidate will negotiate a salary, which jeopardizes the current emphasis on educational attainment and professional experience. My hunch is that this could cause a very real divide in salaries between men and women, since it emphasizes one's ability to "sell" themselves and demand a certain salary. It also introduces an element of mystery into what people are paid and why; that is currently not an issue.
99	Which other 2 year colleges use this system? Will there be checks and appeals if faculty member A is awarded an increase yet faculty member B is denied one? Is this system being applied to all employees or just faculty? Will this system apply to adjunct faculty? Will base compensation decrease as a result of this change? Will salaries be increased or decreased as a result? Why was meet and confer completely bypassed in terms of this? Is this unilateral action grievable? Was board in on this? Will there be different ranges for faculty in different disciplines within a department or division? Will my association fight for my interests in this example of yet another violation of trust by admin?
100	Will either of these salary systems address the current salary inversion issue?
101	None. Email addresses priorities.

102	The current system is two-dimensional. Will academic advancement still be available within the new system? An increase was granted for 2016/17 that pushed people on top step beyond the schedule. How will they be aligned under the new system?
103	I have none, though I am especially interested to see the responses to questions 1, 2, 4, 5, 8 and 9.
104	Who makes the decision and what are the measurement tools?
105	Is the purpose of the open range system simply to reduce faculty salary across the board? Is it intended to reduce faculty salary only at certain ends of the new hire to 20+ year spectrum? How would this change be implemented? Immediately? Gradually? Why was the FEC not consulted about this issue before it was dropped from on high? Does the governing board understand how it looks to faculty when these sorts of sweeping change proposals just appear out of the heavens? Feels very similar to the recent proposed change in the Maricopa Vision.
106	I just don't understand the process behind it and how it will affect faculty of all stages of their career, how objective it will be, and how this came about.
107	Will there be any effort to "back pay" and provide a retro check to employees that have been here for decades and failed to receive the appropriate steps under the old system? If the district cannot honor the old system, what good will it do to create a new system that will go unenforced so to speak. It would only be a waste of time.
108	Would the elimination of wasteful spending for many vice presidential administration roles benefit and increase Residential Faculty Salaries?
109	This could be an opportunity. Look at the data that they plan on using for a bench mark for the salary levels. We have not received any significant kind of raise in the past 20 years. For those faculty that have maxed out on steps - will this allow for us to get salary advances?
110	none, (Personal information removed) questions were excellent
111	Why was this done outside M&C? Why was this done right before a break? Who authorized the decision? Along with all the other questions in (personal information removed) email???? WTF???
112	none