

Faculty Welfare Mercer Report Survey Response Summary

Total survey participation: 76

November 2010

During the summer of 2010, the PSU Faculty Welfare Committee surveyed faculty on specific points related to the USNH Mercer Report which was released in March 2010. Below is a summary of data received and written comments that were submitted.

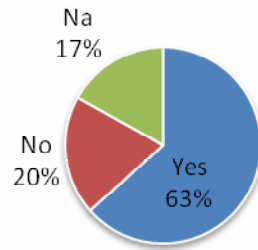
1. What benefits not currently offered by USNH do you think are important (for example, daycare tuition benefit, 100% tuition reimbursement for spouse and dependents, expanded dental benefits, retiree medical insurance, defined benefit retirement plan, etc.)?

RETIREE MEDICAL INSURANCE	35
EXPANDED DENTAL BENEFITS	30
100% TUITION REIMBURSEMENT	28
DEFINED BENEFIT RETIREMENT PLAN	19
DAYCARE TUITION BENEFIT	17
NONE /FINE AS IS	4
CONVERT SICK/VACATION DAYS TO \$\$	
@ RETIRE	4
VISION	3
HIGHER PAY TO COMPENSATE	2
GYM REIMBURSE OUT OF NETWORK	2
EXTENEDED CARE	
FACULTY DINING ROOM	
MEDICAL BENEFITS FOR + 5YR ADJUNCT	
PPO OPTION FOR MEDICAL	

2. USNH offers a defined contribution retirement plan where the employee and USNH both allocate money into an account which then performs according to the market and the employee's portfolio. When the employee retires, the market and portfolio performance will determine the final retirement benefit. 21 of the 33 USNH peer institutions used in the Mercer Report offer "the option of choosing the greater of a defined benefit retirement plan or an employer-sponsored defined contribution plan" (see page 17 of the Mercer Report). Under the defined benefit plans, employees receive a set dollar amount at retirement similar to a pension plan which is not market driven. Would you prefer the option of choosing between a defined benefit and defined contribution plan?

YES -	45
NO -	14
NA-	12

Would you like a choice between a defined benefit and a defined contribution plan

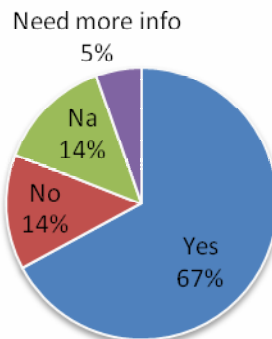


N = 71

3. Many peer institutions in the Mercer report still provide post-age 65 employer subsidized coverage. USNH is below market for retiree medical compared to its peers most of whom offer (post-65) retirement coverage (Mercer, p.18). Would you prefer employer subsidized coverage in lieu of the current defined-dollar subsidy?

YES	49
NO	10
NA	10
MORE INFO	4

Would you prefer post-65 employer subsidized coverage in lieu of the current defined dollar subsidy?

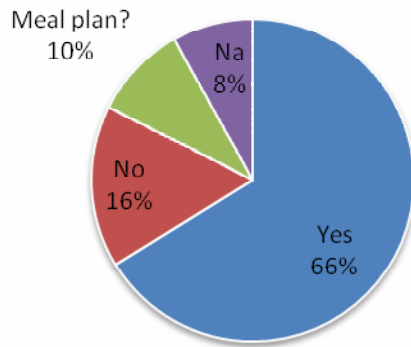


N = 73

4. Are you interested in a cafeteria plan where you can select benefits that best fit your needs and lifestyle? Why or why not?

YES	49
NO	12
MEAL PLAN?	7
NA	6

Are you interested in a cafeteria plan for benefit selection?

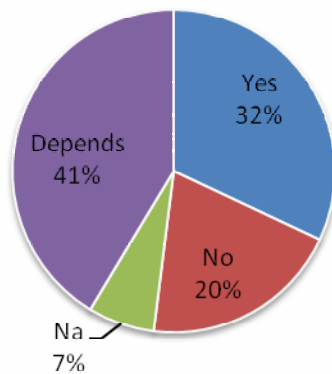


N = 74

5. Would you be willing to sacrifice other benefits to obtain new or alternative benefits?

YES	24
NO	15
NA	5
DEPENDS	31

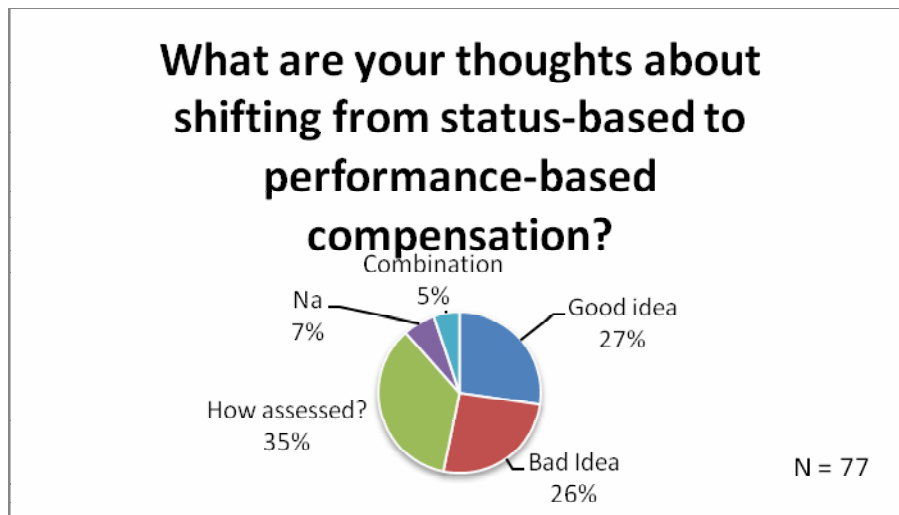
Would you sacrifice some benefits to obtain others?



N = 75

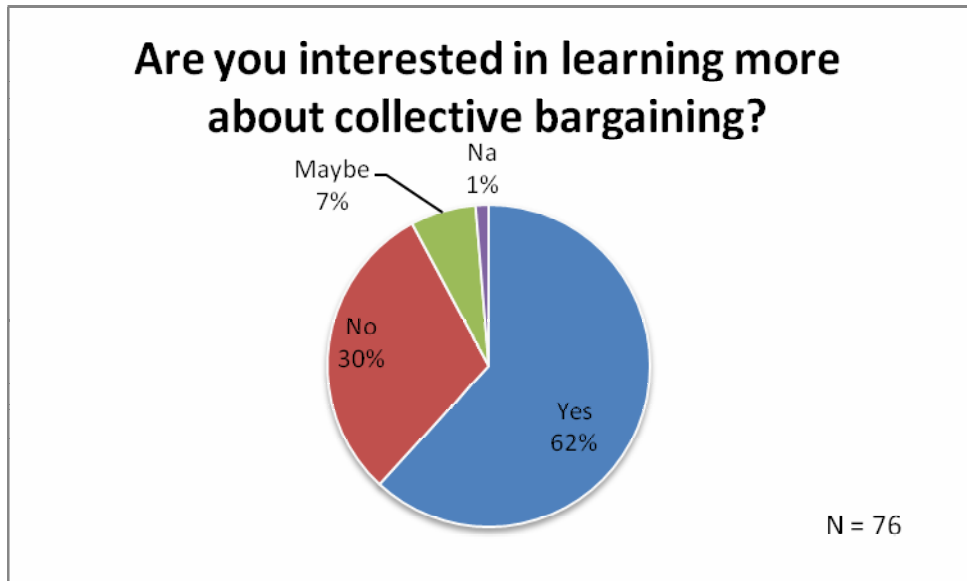
6. When recommending “Next Steps” to the USNH Board of Trustees, the Mercer Report suggests “defining an overall rewards strategy” to serve as a framework for determining overall compensation. The report recommends a shift from a status-based benefits framework to a performance-based framework for setting overall compensation (Mercer, p. 23). What are your thoughts about this change?

GOOD IDEA	21
BAD IDEA	20
WHAT PERFORMANCE AND HOW ASSESSED	27
1. MUST BE OBJECTIVE BUT IS OFTEN SUBJECTIVE	
2. WHO DECIDES	
3. AFFIRMING NOT PUNATIVE	
4. CANNOT BENEFIT “POLITICALLY ASTUTE”	
NA	5
COMBO OF BOTH	4



7. Are you interested in learning more about collective bargaining? Why or why not?

YES	47
NO	23
MAYBE	5
NA	1



Mercer Report Faculty Survey Written Responses

1. What benefits not currently offered by USNH do you think are important (for example, daycare tuition benefit, 100% tuition reimbursement for spouse and dependents, expanded dental benefits, retiree medical insurance, defined benefit retirement plan, etc.)?

- retiree medical insurance, daycare tuition benefit, tuition reimbursement.
- Expanded dental benefits
- 100% tuition reimbursement for spouse and dependents
- Ok, all the above.
- 100 tuition reimbursement for dependents
- Defined benefit retirement plan sounds interesting but with the influx of younger faculty with children a daycare tuition benefit might be more useful. How about an option for one or the other? Everybody likes options!
- retiree medical insurance
expanded dental plan
open enrollment to extended care plan
- 100% tuition at UNH institutions for spouse/partner/children; some sort of reduced tuition for employees and spouses/partners at other NH or NE area schools.
Expanded dental insurance.
- Full membership coverage for any health club of our choosing
Faculty dining room with subsidized prices. This is a way for people to come together and build the faculty community. Many universities & businesses have a faculty/staff dining room away from students, with subsidized prices.
- Daycare tuition benefit

- Defined benefit retirements, lower deductibles for health care, better tuition reimbursement (to include waived fees),
- Good as is.
- retiree medical insurance
- retiree medical insurance
- retiree medical insurance
- 100% tuition reimbursement for spouse and dependents and expanded dental benefits
- expanded dental benefits, retiree medical insurance, defined benefit retirement plan
- I would prefer higher pay to any benefit - if they were to offer a benefit - how about 1.75x matching for retirement, or a retroactive buy in for all the yrs our low pay didn't allow us to maximize our contributions for the 1.5x for 403b
- retiree medical insurance
- Expansion of tuition benefits
- Medical benefits program for adjuncts who have taught with us for over 5 years
- Expanded dental and vision plan
- retiree medical insurance and defined benefit retirement plan medical/dental
- I'd like for there to be a wider level of reciprocity regarding tuition for dependents.
- 100% tuition reimbursement for spouse and dependents
- 24/7 IT support for bona fide faculty teaching & research projects.
- None.
- father's pregnancy benefits, daycare, tuition, expanded medical, dental, better retirement plans, funds, higher salaries
- Expanded dental and vision care benefits and reimbursement or compensation for the fitness activity, gym, club, membership of choice, not just those on the list from Harvard Pilgrim.
- Retiree med insurance
- expanded dental benefits, retiree medical insurance
- daycare tuition
expanded (better!) dental, especially for family
- PPO option for medical care
- reduced employee contributions to health insurance
- better dental benefits
- Currently, USNH does not offer much of an incentive to retire. With health costs rising, one is inclined to work as long as possible before having to pay for health insurance out-of-pocket. Decent retiree medical insurance and a defined retiree benefit plan would make a big difference.
- retiree medical insurance, defined benefit retirement plan
- Retiree medical benefits! It might encourage me to retire sooner. Forget the 50% plan. I don't see any advantage to my doing this.
- Retiree medical insurance
Defined benefit retirement plan

- 100% tuition reimbursement for spouse and dependents; retiree medical insurance
 - expanded dental, medical and vision insurance
 - multiple benefit retirement plans
 - Conversion of vacation time into pay upon retiring or leaving PSU
 - Accumulated sick days to use toward early retirement
 - 100% tuition reimbursement
 - Tuition reimbursement for spouses
 - Tuition reimbursement (spouse and children), help with daycare, expanded dental, clear retirement options, options for med insurance after retirement.
 - retiree medical insurance
 - Expanded dental benefits, retiree medical insurance
-
- defined retirement benefit plan, plan for accrued sick days - why are they considered part of my benefits package if they have no monetary value and don't accrue? Faculty who don't use them should get monetary value for them upon retirement.
 - retired medical insurance
 - tuition reimbursement for spouse and dependents
 - retiree medical insurance
 - better dental benefits and 100% tuition reimbursement.
 - 100% tuition reimbursement
 - expanded dental benefits
 - I'd like to see these and other benefits offered as part of a cafeteria plan.
 - I think it would be important to have all of these options on any cafeteria plan we might come up with. There are also probably a lot of other options that should be on the table.
 - none
 - tuition reimbursement for spouse and dependents
 - retiree medical insurance
 - It seems like all of these benefits should be a part of any potential "cafeteria plan" put forward.
 - A gym for faculty and staff on campus, daycare tuition benefit, 100% reimbursement to system schools, and 50% or other mechanism, such as competitive scholarships to other consortium universities. expanded dental benefits.
 - retirement plan, medical, dental
 - Retiree medical benefits.
 - Daycare.
 - daycare tuition benefit
 - 100% tuition benefit for spouse and dependents
 - Retiree medical insurance
 - retiree medical
 - I'm satisfied with current plan.

- Tuition reimbursement for spouse and dependents for full-time faculty and tuition reimbursement for part-time faculty.
- 100% tuition for kids and spouse
- Dental benefits - there are barely any now
- retiree medical insurance, expanded dental benefits
- Expanded dental, defined benefit retirement, benefits for those without children to make up the gap with those who do
- retiree medical insurance
- I feel like we should be able to negotiate (a) better tuition break for our spouse and children. I also feel that we should try to get a better dental insurance.
- compensation for not using sick days should be a dollar amount given to member upon leaving or retiring
- I would like to see a benefit "menu" where employees could choose what worked best for them.
- 100% tuition reimbursement
- 100% tuition benefit. It seems to me that we want our community partaking as much as possible in our classrooms. Spouses bring much to the classroom and potentially back to the members of PSU staff and faculty to whom they are married. Children of our community should have full access. There are many sacrifices made in support of the careers of staff and faculty by their children. Integrating them into our community through classes seems the right thing to do.
- 100% tuition reimbursement is big for me; retiree medical insurance would be next.

2. USNH offers a defined contribution retirement plan where the employee and USNH both allocate money into an account which then performs according to the market and the employee's portfolio. When the employee retires, the market and portfolio performance will determine the final retirement benefit. 21 of the 33 USNH peer institutions used in the Mercer Report offer "the option of choosing the greater of a defined benefit retirement plan or an employer-sponsored defined contribution plan" (see page 17 of the Mercer Report). Under the defined benefit plans, employees receive a set dollar amount at retirement similar to a pension plan which is not market driven. Would you prefer the option of choosing between a defined benefit and defined contribution plan?

- Yes
- Yes
- Not smart enough to figure out the benefits of the defined benefit plan. Sorry.
- choice serves the most people
- I would prefer the option of choosing between a defined benefit and defined contribution plan. It is impossible to plan retirement around an unpredictable stock market.
- should have the choice
- This would be nice but it isn't likely to happen. This summer the newspapers are full of stories about public pension plans going broke and states not able to meet their obligations. The states are limiting (or eliminating) new employees from joining these plans. I think it is very unlikely that NH is going to agree to this; the state has over 8 billion in debt with a 365 million dollar deficit in 2010. Why waste effort on trying for something that is not likely?

What I'd like to see is parity with the other two USNH campuses. We should know exactly what faculty on the other two campuses get for retirement and then ask for/demand the same. If they have a defined benefit plan option, then we should too.

I think we might be a good idea to work for an additional 1 - 2% contribution to the 403b from the USNH; that seems like a perhaps more realistic goal than expecting a defined contribution plan.

- No
- Defined benefit
- No
- defined contribution
- Defined contribution.
- yes
- Yes
- don't know
- Huh?
- yes
- Yes
- Option
- defined benefit
- Yes
- yes
- Sure, but it'll never happen.
- yes
- Yes. Options are always preferable to no options.
- Defined. It allows us to know what our retirement fund will look like long before we actually retire.
- Yes
- With all the information made available so a good decision could be made, I'd prefer the option of choosing.
- no
- Obviously, it would depend upon the amount of the defined benefit.
- no opinion
- no
- no preference
- defined benefit
- I think USNH could offer a plan that included both. The first part is the responsibility of USNH. The second part would be the responsibility of the employee - and would be optional. Other employers have done this successfully for years.
- defined benefit
- No. I prefer the defined contribution plan.
- Yes
- I like what we have.
- Yes
- No
- yes
- NO. Defined benefit plans are a relic of the 20th century.
- I think that there should be a combination available. A set amount as a basis with the option to "follow the market" with a portion.
- Yes
- That depends on the nature of the defined benefit plan for retirees
- DCP

- yes
- Sure, why not?
- It's not going to happen. Although I'd like to have one, defined benefit plans are all but dead.
- Only if the defined benefit plan is fully funded.
Any plan which is not market-driven will not earn and deliver market-based returns to its members.
- I don't understand enough about this idea to make a decision. Sometimes pensions aren't administered and so even that is not fail-safe. Also, how and when is "the greater" determined?
- I'm not sure I understand how it would work if we were given the choice of choosing between these two options. When would the choice be made? If I chose a defined benefit plan, how could I be sure that USNH would honor that commitment until I die? If the choice is made at retirement, how would the defined contribution be calculated? Assuming these questions are answered in a way that makes sense, I would want to make sure that we have more advisory opportunities than are now provided so that I could make an informed choice about which option makes sense to me.
- sure
- I do not feel I know enough to answer this question. I'm quite happy and have been impressed with the retirement plan PSU has with TIAA-CREF.
- I would prefer a choice, but would also like to know more. How and when would an employee choose between the two plans, and how would an employee be able to determine which was the "greater?"
What assurances, if any, would exist to guarantee that USNH would honor all pension agreements in perpetuity?
- not sure, need more education about the differences.
- yes
- Yes
- Yes
- YES
- Yes
- no opinion
- No, but if it changed, that wouldn't matter to me either.
- I'd personally prefer anything that is not market driven and predetermined at a set amount.
- No
- Yes
- Yes
- Yes, I think that having more option would benefit everyone.
- yes
- defined benefit
- Sure
- Choice is nice, but I'm comfortable with the plan we have now.
- need more information to consider however for your tracking, I am 18 years away from retiring.
- Yes

3. Many peer institutions in the Mercer report still provide post-age 65 employer subsidized coverage. USNH is below market for retiree medical compared to its peers most of whom offer (post-65) retirement coverage (Mercer, p.18). Would you prefer employer subsidized coverage in lieu of the current defined-dollar subsidy?

- Yes
- Yes
- Yes
- Yes

- YES
- yes
- Yes
- Yes, in the current environment, we need subsidized coverage.
- No
- employer subsidized coverage
- Yes
- don't know
- no
- don't know
- huh?
- employer subsidized
- Yes
- Recommend detailed review and report of impact of such a change
- no
- Yes
- yes
- Same answer as number 2
- not sure
- Not sure
- No
- Yes
- It seems to me that retirees should have full health care coverage through the combination of Medicare and employer subsidies to make up any difference.
- yes
- Yes. Definitely.
- no opinion between these two options. I do question whether we should offer post-retirement benefits at all, as such benefits can become very burdensome to an institution (consider the airline industry), resulting in fewer benefits to the current employees. In addition, such benefits may have to be canceled, putting the retiree who was expecting it in a hardship. I would prefer a system wherein all the retirement benefits are paid out at the time of retirement, and it is up to the retiree to use them wisely.
- Not familiar enough to know
- Yes
- subsidized coverage
- Yes. Currently, USNH offers NOTHING.
- employer subsidized coverage
- I would want to see the difference expressed in dollars before making this choice.
- yes
- Subsidized coverage for what? for medical insurance? or retirement income?
- Yes
- Yes
- yes
- Yes
- Yes
- Yes
- Yes
- Yes
- yes
- yes
- yes

- Yes
- Yes
- Is the defined-dollar subsidy doled out a bit at a time? Or is it a one-time set amount? I think subsidized coverage would make sense, but again, I need more information.
- I think USNH should subsidize the coverage of its retirees.
- don't know
- I'd prefer subsidized coverage.
- Assuming the defined-dollar payment is a one-time/short-term lump sum, then I would prefer employer subsidized coverage.
- I think yes, because we never know where the price of health care is going in the future.
- yes
- YES!!
- Yes
- YES
- Absolutely - yes!
- I don't receive USNH coverage, but it sounds absurd. Of course USNH should offer employer subsidized retirement coverage. Have you looked at Medicare?
- Again, no preference. I think by the time I'm 65 the model will (hopefully) look very different for post-65 insurance.
- No
- I am not sure - not enough info to judge...
- Yes
- No
- I would prefer an employer subsidized coverage.
- yes
- No
- Yes
- I'd need to do some additional research, but this seems a major issue. If we are below market, we need to ask ourselves why and what are the potential outcomes.
- yes
- yes, I think so

4. Are you interested in a cafeteria plan where you can select benefits that best fit your needs and lifestyle? Why or why not?

- Yes, each of our lives is different as are the stages we are at.
- Yes.
However, I do not have much time to use cafeteria in reality.
- Not qualified to choose wisely.
- Yes, to serve diverse interests and needs.
- I can't afford to put money towards a meal plan and bring my own meals.
- yes-- currently there are many benefits I do not or cannot use
- Absolutely. The current system is not based on equity and privileges certain life choices over others. Faculty with a covered spouse have greater overall compensation than those who are single or whose spouses are not covered. Faculty with a child or children covered by medical and perhaps tuition are compensated far more than faculty who have neither. It is dishonest to ignore this inequity. I think a cafeteria plan would help even the playing field. I think equity is singularly important. The current system is absolutely unfair and should be altered.

- No
- No, cafeteria plans routinely offer higher costs and less benefits under the guise of "free choice."
- No. I pack my own lunch--saves going out at noontime. I can get more work done.
- Yes as one could pick the most useful benefits to ones needs
- Maybe; depends on what the choices are, and the trade-offs. Without seeing that this is impossible to answer.
- yes
- No. I think it would be easier for the system to remove benefits from the "menu" than to remove them from a set package.
- yes- fits needs of everyone
- Yes b/c we're all egocentric
- yes
- Probably not. It seems more likely that we all benefit from cost savings associated with a plan which covers a particular set of benefits for all employees.
- Yes due to varying contexts of need and situation
- limited choice and hours
- Yes. We all have different needs and it is important to be able to have the option of a benefit plan that best fits our needs.
- yes
- A cafeteria plan is a way for the system to limit benefits--particularly if the overall amount available is smaller than currently or doesn't increase with inflation. I'm skeptical of a move to such a plan.
- not really, this is not very important to me
- Isn't our current plan "cafeteria" in nature already? And I do like the option of weighting my benefits.
- I am OK with this so long as the total dollar amount of these benefits are 1) the same, and 2) it is possible to change which benefits you select as your lifestyle changes over the years.
- Yes
- Yes, I'm interested. Several of the current benefits are not of any use to me and it feels like my inability to use some of them both subsidizes those benefits for others and provides an inequality of benefits for me and others like me.
- Like the one we currently have? Yes.
- In theory, yes--choice is generally a good thing. the downside I see is that it is one more complication I probably don't have time to deal with. Further, I would want to know what additional resources would be required for the institution to implement the plan.
- Intuitively, yes, provided it doesn't decrease the power of benefit dollars to provide a cafeteria style plan.
- Yes, I have specific needs that I want to be met. A cafeteria plan will help me customize according to my needs.
- no
- No. The reality is that most people have no coverage after retirement. Those who have a partner who has better benefits might have coverage. However, it seems that is an unusual case. I'm concerned that that cafeteria will result in a "flex" situation - choosing the least negative options.
- Yes, some of us may have spousal benefits, so we may not need all.
- We already have a few choices, right? I have never found my choices to be lacking in flexibility. Others might, however.

- Yes; I have planned for retirement since I started working so I have other options available. Also I am sure my lifestyle does not require many needs.
- Yes, and I suspect it will save the system money in the long run too.
- Yes
- No - always work through lunch;
Currently, do many faculty/staff/admin take advantage of this benefit?? Do we have such a benefit?
- uncertain
- Yes
- Yes
- Yes - I couldn't care less about daycare or tuition benefits, so I would choose things that make MY life better.
- Yes
Age and life style present a different array of health care needs.
- yes - b/c USNH caters to families first and most of these benefits do not do people w/o children one bit of good.
- yes - needs change
- yes, so that I can use my benefit money to fit my needs
- Not if it leads to a reduction in my benefits.
- Yes, because my needs probably differ in some significant ways from the median needs of the USNH employee pool.
- Yes. So that people get access to the care and benefits they need and so that people who make alternative lifestyle choices are not "penalized."
- Absolutely. But again, I think we need to have more advisory opportunities than are available now. For example, the TIAA CREF representative comes around once every 3 months or so and his/her appointments are filled within minutes of the email being sent out. As a result, it is very difficult to get advice about how to set up my retirement funds.
- yes.
choice is good.
- In some ways and if we change, yes. I have no need of child care or dependent tuition benefits, for example.
- With information and advice, it seems there would be no drawback to a cafeteria plan. Are there possible drawbacks I can't think of?
- Not really. I do not like the food Sodexo cooks. All of it is premade and processed. Nothing is homemade. I bring my own food to campus.
- yes if discounted
- How about a decent plan for all...oops, that's right, this is NEW HAMPSHIRE! So, let's continue the "scam" of the Cafeteria Plan that just allows USNH to save money.
- No
- YES -- works for me
- IMHO - we all need medical, dental and insurance. Moreover, we all support each other. It is socially immoral for some people to "opt out" of help their fellows. E.g., those who do not have kids support those who do, those who are young and healthy support those who may be older, etc. It has been this way since the dawn of civilization.
- no. Usually when things get more complicated it means you're getting screwed.
- I understand the benefit of these plans, and have had them at past employers. I found it cumbersome to manage and make decisions, mainly because I use so few benefits.
- A cafeteria plan would be nice but would take a backseat to some of the other options being assessed.
- Yes. Would seem fairest to all...

- Yes. It would be nice to take control of my own plan.
 - Yes
 - No, my schedule doesn't allow for more than 30 minutes lunch break. It's much easier to pack a lunch.
 - A cafeteria style would be more flexible, which could save some money to the University since different faculty or employees have different needs.
 - yes as I do not plan on having a family
 - Yes, see # 1 answer.
 - Yes-because I can compare to what my spouse is eligible and end up with the most comprehensive package.
 - Yes. It's difficult to have one size fits all. We want diversity in faculty and staff, yet we dictate conformity of coverage, no doubt leaving gaps for all but those who fit into whatever the presumed majority.
 - yes
- not really. I mostly bring my own lunch, and don't really mind, though if a plan was healthy and inexpensive, I would use it.

5. Would you be willing to sacrifice other benefits to obtain new or alternative benefits?

- Why should we have to sacrifice?
- Depends on what benefits we are talking about.
- No
- I would have to see what that translates into and who it serves. I would want our benefits to serve diverse peoples.
- Depends what the options are.
- depends on which ones!
- Hard to say without specifics.
- No
- False dilemma. This is asking for concessions before defining benefits. Short of, collective bargaining, this fails the reciprocity/full disclosure test.
- No
- possibly
- Again, depends entirely on what the choices are. Without seeing that this is impossible to answer.
- perhaps
- yes
- depends
- yes - all spouse and child care benefits
- yes
- I'm not sure which benefits I would be willing to give up.
- I would be open to review such a possibility
- no
- Depends on what those benefits are. For example, I have no children so I am not able to use the tuition benefit...I should have the option to sacrifice that benefit in return of another.
- yes
- This would have to be done very carefully, with full input of benefited employees.
- yes
- Yes

- Yes, no or maybe? I have no idea what you're asking here. Give up dental to get medical? No! Give up the minuscule additional compensation to get retiree medical? In a heartbeat.
- I would be willing to sacrifice a large number of administrative jobs in order to provide compensation for other groups of employees.
- Again, no preference. Not unhappy with current offerings, so I don't feel a need to make changes.
- Possibly. It would need to be on a case by case basis and would be even more helpful if individuals could choose what benefits they received or did not. For example, if a spouse's job provided healthcare being able to opt out of the health benefits to receive something else like tuition reimbursement would be helpful.
- Unlikely but perhaps if you would suggest a few (esp. the "benefits to the Balsams (Mt. Wash hotel?? that I learned about in the previous survey.
- Depends on which benefits are getting sacrificed.
- Maybe
- Maybe
- Maybe, depending on the benefit that must be sacrifice.
- maybe depends on what is on the table
- Yes
- It depends
- Probably. Can the cafeteria plan be a way to address this?
- yes
- Potentially, but there aren't many I don't think are important

6. When recommending “Next Steps” to the USNH Board of Trustees, the Mercer Report suggests “defining an overall rewards strategy” to serve as a framework for determining overall compensation. The report recommends a shift from a status-based benefits framework to a performance-based framework for setting overall compensation (Mercer, p. 23). What are your thoughts about this change?

- What do they mean by performance? How you do in your job? Based on what?
- I think a status-based compensation system should be the baseline. We probably could adjust the baseline when it works against academic productivity. On the top of that, we can adopt various incentives.
- However, a shift to a performance-based framework would undermine the independence of academic work depends on who and how the "performance" level is assessed.
- What is a performance-based framework? Need to know more.
- That would depend on how you define performance-based. Scholarship is multifaceted.
- If the plan moved to performance based there must be a rigorously defined description of good AND bad performance and varying levels. This might also send a message to overly senior faculty members that it may be time to move on and stop waiting to retire.
- Leave it the way it is!
- Not exactly clear what this means. I think it means that they recommend one is paid more and perhaps gets additional benefits based solely upon performance. I think this might be problematic. However, there are clearly people who do not pull their weight on the faculty and haven't in years. The current system of merit pay is not much of an incentive, apparently. So, perhaps this isn't such a bad idea. The decision on pay should be one made by several people, and not just the chair, and one based on objective criteria.
- I am all for performance based compensation!
- "Performance" systems as currently suggested threaten the culture and excellence of academic culture by eroding the qualities of tenure, academic freedom and share governance that have made US

institutions a model for the world. Are we doing to US college and universities what we have done to health care, banking, and public service by throwing a tried and true model on the "market"? Performance as defined in these cases almost always ends up being more about loyalty, politics, and control than innovation, initiative, growth, and success. And won't any savings from such systems simply be harvested for profit rather than redistributed (reduced tuition or better benefits for the many)?

- Good idea.
- status based
- For benefits or for salary? And performance based salary has advantages, but can become corrupted. I generally like it, but have seen it be abused.
- don't know
- I think this is a great idea in theory, but I have no idea how this could be implemented given the faculty culture.
- agree
- not good
- http://www.nea.org/assets/img/PubThoughtAndAction/TAA_06_02.pdf
- There is no objective way to implement and carry out a performance-based framework. So called "merit pay" and other performance-based incentives are based on subjective assessments, and so I am concerned about such a shift.
- I think a performance based framework would be very complex to develop and to implement
- It should be a combination of status and performance.
- The corporatization of higher education continues. I'm strongly opposed.
- Interesting- how would the performance based framework work?
- I like status-based. I've never observed a performance-based reward system that wasn't corrupted by politics.
- I think it is a good idea. There is a goodly number of senior faculty who are RIP - retired in place - and do very little for our students or the university. But there are so many newer faculty who whose contribution to our students and our university, yet when newer faculty receive the same increases in salary and benefits as those who are RIP, the question becomes why should they continue to work so hard for so few benefits.
- Stay with the status-based. Performance-based does not work, studies demonstrate. Stop trying to be wannabe corporate.
- I'm not sure what an "overall rewards strategy" would look like, and I'm not sure how a performance based framework would work though it seems that the total benefit package should not depend on status except that a person is employed at least half time in any job at the university. In other words, it seems to me that if anyone works for PSU at least half time that they should get the same benefits package that is provided to full time employees, and that all of these employees should have the same good benefits package.
- very pro
- I think every full-time employee should have the same basic benefits. The way to reward performance is with salary increases and bonuses, not by providing better health insurance.
- I'm not sure what it means. How will performance be measured? Would this defeat the purpose of the tenure system in some way?
- I think pay and benefits are separate entities. So, I wouldn't want to see differentiation in benefits offered by performance. Obviously, a lack of performance should result in separation, so competence is assumed here. But merit based pay is certainly something to be considered if it is enacted as affirming rather than punitive.
- I like the idea of performance-based compensation because it implies an accountability system that is currently missing from this organization.
- performance based, merit system
- OK, so, faculty, by and large work 365/24/7 on ideas, relationships, mentoring, research, service and

their courses. We're not paid for 3 months of the year but are expected to; it's assumed that we will, work anyway.

I am concerned about the idea of performance measurement for tenured faculty. How do you design a plan of work for Einstein? For Edison? Yes, I know, most of us are not like these great people.

However, we are not unlike them either. Life presents far too many "opportunities" for it to be regular. Scripting a plan of work might lead to "teaching to the test." If you know what I mean.

How do you measure faculty's performance? By the number of student credit hours produced? That's a dangerous idea. This isn't business, it's education! A thought: If we are a business, perhaps we should be paid as though we were a business.

If I work my tail off but you reward some other person, who is more politically astute (I think you know exactly what I mean!), does that encourage me to work or stop working? Perhaps the thing to do is to not reward those who aren't working. They may exist. However, my guess is that they are few and far between. If you push too hard, the good ones will leave first. Always works that way.

One question: What problem are you trying to solve?

- I would opt for a performance-based framework.
- Oh, puh-leese! Such a program would be full of so much subjectivity that it would end up being extremely unfair. At least with a status-based framework, there is an objective standard that applies to everyone.
- I don't see that there should be a large variance in the two; it would depend on how performance-based is defined.
- There are many things I like about that approach. But I would prefer to see some sort of a combination of the two: a performance-based framework within the status-based framework. There could be tiers within each status.
- It is important in a work place to have performance-based evaluation for employees and subsequently adjusted compensation
- Performance-based is similar to corporate business today. If the individual does not work to expectation, they are mentored or dismissed. How else does one move beyond mediocrity.
- I am in favor of a performance-based framework based on substantial research.
- Need to consider more.
- Performance based frameworks sound good until they actually have to be acted on. Performance standards need to be rational; otherwise the type A's who work themselves to death get all the kudos. We have extremes at PSU on both ends of the performance spectrum.
- It has merit, but I also feel that those of us who have been around for a long time may be in a different place than the young Turk who is trying to build a great case for p and t. How would that be considered? How would those in the retirement phase-out program be affected?
- Terrible -- it's retrograde and divisive. The insurance companies should be competitive in designing benefit plans, not the faculty in being offered benefits
- Only the accountants will get rewarded. That is unfortunately how it works in public schools. Those willing to fill out a zillion forms and "puff" things up usually get the performance rewards.
- Performance based preferred. Status based is not the best for morale
- I trust our BOT to make a decision that works best for USNH employees.
- This is the most dangerous statement in the whole report. It reflects a shift to a corporate culture.
- Don't know what it means.
- Is this for all employees or only certain types of employees? What are the "status" strata currently used? How would "performance" be defined, evaluated, and by whom?
- I think we are not clear about our expectations for "performance" and so it makes me incredibly nervous to make this switch. I have seen cases (when we had "extraordinary merit pay" for faculty) where recommendations were based on personal relationships rather than performance. And then there didn't seem to be adequate avenues for appeal of those decisions. Even if there are appeal opportunities, I worry about forcing untenured faculty to appeal unfair decisions about their performance while they are still trying to get tenure. I think the idea is an interesting one but without clear criteria and without clear

guidelines about process, I would be strongly against making this shift.

- Status-based is better than performance-based because status is unambiguous, whereas performance appraisals are capricious, political, subjective and create ill will
- Does this mean that it would be based on some measure of performance? How do you measure teaching performance? I suspect there are too many subjective potentials involved.
- Define performance. FTEs? Number of hours spent in office? Best course evaluations? Number of majors? Grant funding acquired? Number of students taught per semester? Who defines performance criteria, how and by whom is it evaluated? What are the avenues of appeal if an employee is not "performing?"
- This depends on how performance is assessed and who does the assessing. Benefits to me seem to be something that we all should have equal access to and compensation is what should be performance-based.
- Good however some balance in between will be better
- What the hell are you talking about? Rewrite the question in English.
- Bad Idea.
- This MUST happen!!! It is ridiculous that underperforming and nonperforming personnel are compensated at IDENTICAL levels with high performing personnel purely on the basis of years of employment. This is a recipe for mediocrity!
- For years, I've felt that we are significantly underpaid. Probably 15 to 20% low. Bringing us up to our real peers is what most of us want.

Faculty are more volunteers than employees. I.e., Most of us are not here for the money! As a result, "performance-based" is a bit of a slippery slope. College (not K--12) is not a business. Rewards definitely should not be based upon production of credits. Nasty! Moreover, work plans can lead to abuse by those who would seek political power over their peers. How "performance" is measured is crucial. People will work toward rewards. That is, they will give lip service to the real mission of an educational institution and work to satisfy ("excel at") the letter of their work plan. This worked so well for no child left behind!

I have another model for you. In some institutions, faculty, like those in Business departments, are more highly paid than faculty in departments such as English. Why not try that at PSU?

- There is no good way to measure performance. Compensation shouldn't be based on whether someone likes you. That may be totally unrelated to performance.
- I would fully support this change. I think our long-term financial viability in light of the high cost of attending a 4-year college for students demands that we become more prudent with how funds are spent. We'll never survive if we don't stay highly competitive. Taxpayer and student money should not be used to fund poor quality. I don't want my NH tax money funding wastefulness, and I don't think we're serving our students well either if we fritter away compensation on mediocre performance. Our primary service offering to our students is the interaction we offer between faculty and student. I think every student (and every parent who is helping to fund his or her child's education) deserves a superior developmental & learning environment for their money.
- How would performance be defined? Classes taught? additional services provided? Grant money secured? Boards served on? Course evaluations? Awards received? All would need to be considered. There's a potential that this may not benefit those "established" members of the faculty and may shift power toward those whose work is more worthy of reward. How that would be determined would need to be evaluated.
- Devil is in the details - who is going to decide? I would be all for it if the system could be mostly fair and transparent. I have been "burned" at the dept. level when it came to merit pay (it was overturned twice by the Provost but I had to argue my case - a waste of time).
- Interesting, how would you measure this?
- Sounds interesting. Would need to know more before committing.
- Performance-based is too difficult to assess.
- I like the performance-based framework. It is more demanding but it will bring many benefits to the

institution.

- I agree to performance based
- Performance is not rewarded in any meaningful way at this time and a comprehensive evaluation format would need to be put forth. Yet I would prefer performance over status every time.
- I think this is stepping into tricky waters. While I philosophically believe in performance-based pay, I would be concerned with how it is defined and measured.
- For faculty, this would be very difficult. Who would set the performance goals and how would they be measured? I wouldn't want my benefits determined by say student evaluations. So often satisfaction rates are higher when grades are inflated, but that doesn't mean teaching performance has been superior.
- I can see that being necessary but the risk of the future must be shared and not gradually shifted to the workers.
- The merit system stinks. I would prefer to see people who do not perform satisfactorily be penalized by being reprimanded or dismissed. I do not believe that most merit pay systems are clear, objective, or motivating. They end up doing more harm than good. Much research on merit pay suggests that the programs do not guarantee the outcomes that institutions want.

7. Are you interested in learning more about collective bargaining? Why or why not?

- I'm interested in learning from people who like it and dislike it.
- Yes
I believe collective bargaining is an efficient way to promote the benefits of employees.
- Yes. Curious about it.
- Yes, it is a right we all should be informed about.
- YES. The administration is fairly supportive and accessible to the faculty right now but what about the coming years? The addition of deans to the beauracracy is concerning and will further distance administration from faculty needs.
- YES! We need to have a voice in our benefits decisions like our colleagues at Keene and UNH!
- Yes, there should be a faculty discussion of the pros and cons of collective bargaining. This is especially true since we appear to be falling behind the other two campuses in salary.
- No, don't see any point to it.
- Yes. The other two campuses in the system are organized--PSU has fallen behind in both compensation and other important aspects such as governance and academic freedom. Faculty will continue to participate less in the life of the university, as a result.
- No. We are fortunate not to have a union. Hooray.
- Yes because it would be appropriate that one is compensated for all work requested... no 'volunteer' days for June orientation.
- Absolutely not. I was unionized at a prior institution and saw the downside. If we truly want to consider this our institution, and share in the governance of it, we cannot be in a basically hostile relationship with the administration. I strongly prefer a collaborative model. I also experience a situation where the union effectively sold the junior faculty "down the river," reducing their benefits so the senior faculty could retain higher benefits...a permanent reduction for the junior faculty, even after they attained tenure. It was basically a corrupt union, but nothing changed it.
- No
- Yes and no. I'm interested, particularly, in finding out what a CBA could do for us in terms of Grievance resolution. However, I think the tone of distrust that has so far characterized the conversation is not only off-putting, I think it represents a real threat to the unique climate of shared governance we have enjoyed at the PSU.
- no- don't think we need unions
- Yes b/c it is the only thing that will get us out of the mess we are in.
- I have always been against collective bargaining but have changed my mind in the last few years.

- Yes, because the faculty have little leverage without collective bargaining.
- Yes for the purpose of being well informed
- yes
- No. I have experienced working in an institution with "collective bargaining" - it changed the entire culture of the institution - not to the better. One of the reasons that Plymouth State was attractive as an employer was that it was not unionized.
- yes
- Yes, I'd like to learn more. While I lean against it currently, I've also not heard both sides debated.
- yes, to get info about how it might impact me
- No. I'm too old to enter that battle.
- NO! Unionization automatically creates an "us vs. them" relationship between the administration and the faculty. Plymouth is at its strongest and best when we don't think of them vs. us, but realize that we are all in this together. We are collaborators, not opponents.
- Yes, yes, yes, yes, yes, yes. Why? Years (40+) of observing the behavior of administration and trustees.
- I'm really not interested in this. I have not seen any benefit to that when in a situation such as the one we have at PSU.
- yes
best path to change
- Yes. I've always wondered why we don't have a union when UNH and KSC do. Since I am planning to retire in a few years, the issue is mostly academic for me, but I think collective bargaining is clearly the way to go.
- Under the current governance structure, I do not think it is necessary. However, it may become necessary if the governance structure changes substantially as we move to have Colleges (which, incidentally, is a move I oppose)
- No. I've been part of a collective bargaining unit and frankly, it increases bureaucracy that impedes change. Given the fluidity in our economy and instability of our student base, we need to be able to flex to changing realities.
- No, I have no interest in unions.
- For collective bargaining only if admin. is deaf to reasoned discourse
- Aren't two of the three USNH institutions already unionized? What are you asking here?
- No. I am strongly opposed to unionization in the public sector.
- Not particularly. I haven't heard union advocates speak about the advantages in language that appeals to me.
- No, I have been involved in collective bargaining before and I can't see that it has any advantage.
- Yes. I have been interested in it for quite some time. Northern New England institutions of higher education would benefit if our overall compensation was more in line with other areas of the nation. I suspect that will only happen when we have collective bargaining - something that I realize is anathema to many of our older colleagues.
- Yes, it is another alternative for which there is not enough information to be intelligently discussed
- I would be interested in better understanding the pros and cons of this.
- No, I am not interested based on my experiences in the public school system for 20+ years.
- Yes. But this does not necessarily mean that I am pro-union!
- Yes, only because I know nothing about it.
- NO - I am close to retirement, and when I see how well that has NOT worked at UNH, I am glad we remained as we are here at PSU. I think we have been treated very fairly over the years.
- Yes, forearmed is forewarned
- Yes - I don't have a contract that tells me anything about my conditions of employment so why wouldn't I want a CBA?
- No
- ABSOLUTELY NOT - PSU should never enter into collective bargaining - our administration works

on our behalf - we have a very good situation here.

- Yes I am. This university has not had a debate about this in all the years I've been here. While I am probably leaning against collective bargaining at this point, I want to learn more.
- YES--employees at USNH are regularly short-changed by the administration, which has virtually no constraints on its ability to provide sub-standard pay and benefits. Unions are the only force which can succeed in getting parity in the long run.
- Yes
- Sure. I am on the fence about this issue so I'd like to know what we gain and what we give up if we think about moving in this direction. One concern I have is that if some constituencies unionize and others don't, we may lose the sense that we're all in this together, as a community, and the needs of one constituency will be pitted against the needs of another. But learning more about collective bargaining, getting more information, cannot hurt anything.
- No. I have more pressing issues to worry about.
- Yes. It may be time for PSU.
- Yes. I am interested in learning more about the potential benefits and drawbacks of unionizing. Are our comparators unionized?
- Yes, but I'm not willing to put work into it, until I sense there is a substantial amount of support here on campus. We spend lots of time creating work for ourselves here at PSU, with little real outcomes.
- yes
- It's inevitable, so why not.
- Yes -- it might be the only way to effect genuine change in compensation and workload for PSU faculty
- Maybe. What are the advantages? What are the disadvantages? I.e., cost vs. benefit how have institutions like Keene State fared through collective bargaining?
- We should have done it years ago. Now I am not interested in collective bargaining for which we pay dues to support yet another bureaucracy - a union. I don't want to pay a union for stuff like life insurance and workshops which I don't need or want. If we can find a way to be represented collectively in negotiations with administration without the peripheral claptrap, I can support that.
- I'm always open to exploring new approaches to achieving better organizational performance. I'd like to learn more about how collective bargaining might (or might not) help make us a better institution and improve our offerings to our students.
- Yes, for all members of faculty full and part-time.
- Yes - we did not get raises last year whereas both KSC and UNH did - not fair.
- Yes, more knowledge is always good!
- No
- Yes, I'd like to know more about it.
- Yes, more knowledge would be better, plus I would like to know how I can help the welfare committee.
- no
- No
- Yes, because that is what I am familiar with coming from the public school system.
- I've been in a collective bargaining unit. I found it simply offered a different set of frustrations. Let's keep working together to figure things out.
- No, unions have driven the US to a position of global inequity in regards to compensation. Unions or collective agreements hamstring the leadership and ultimately doom the institution.
- Yes. I believe that a union is probably a good idea. I am concerned that there is a real equity issue-- both within the institution and between PSU and other similar institutions-- in terms of workload (in particular). I am not sure that PSU faculty have a very strong voice in governance, should thorny issues arise.

