

**STATE BOARD FOR COMMUNITY COLLEGES AND OCCUPATIONAL  
EDUCATION**

February 11, 2015

**TOPIC:** Faculty Salary Plan Update

**PRESENTED BY:** Christina Cecil, Executive Director of Human  
Resources

**RELATIONSHIP TO THE STRATEGIC PLAN:**

*Student Success Goal:* Colorado students shall have the opportunity to succeed through high quality, cutting-edge instruction and educational services.

*Operational Excellence Goal:* The financial stability of the system's institutions and the physical safety of its students shall be ensured.

**EXPLANATION:**

In May 2012, the Board approved a 5-year plan to bring Faculty salaries up to the national average. The initial increases were applied in fiscal year 2013 and the final increases under the plan will be applied for fiscal year 2017. Overall, CCCS has increased Faculty salaries by 20.3% over the past three years, or 6.4% per year. Three years into the plan, CCCS has decreased their overall gap between average Faculty salaries and the initial target national average to 8%. Further, when we consider data only for Faculty who were employed since the initiation of the 5-year plan (core Faculty), four of our colleges have already exceeded the initial target salary. When inflation is taken into account, eight of our colleges are anticipated to have average core Faculty salaries that exceed projected national averages for 2-year public institutions in fiscal year 2017. The remaining colleges will have exceeded the initial target and be close to the projected national averages. This report was developed to provide the Board with summary data on the status of Faculty salaries under the 5-year plan, as of fiscal year 2015. It also includes projections to 2017.

**Background**

In March 2011 an initial salary report was presented to the Board that showed Faculty salaries compared to national reported data. Based on the findings presented in that report, along with Faculty perceptions on pay

reported in the 2012 CCCS Faculty Climate Survey, the Board approved a plan to bring Faculty salaries up to the national average. The Board considered the following Faculty perceptions on pay:

- 78% felt they were not paid appropriately
- 79% felt their salaries did not reflect performance and contribution to their college
- 76% felt their salaries were not competitive

In fiscal year 2012, CCCS average Faculty salaries were 20.4% below market when compared to the national average of 2-year public institutions reported by the College and University Professional Association for Human Resources (CUPA). A 5-year plan to increase Faculty salaries was approved in May 2012.

Faculty salaries were evaluated on a college by college basis to identify where each college's average Faculty salary was compared to the CUPA national average for 2-year public institutions. The CUPA average was adjusted 13% lower for rural colleges to account for an adjusted cost of living. This adjustment was implemented based on the findings of a report completed for CCCS in 2012 by Segal Sibson consulting. The resulting college gaps to the target salary ranged from 4.7% at Morgan Community College to 24.3% at Pike's Peak Community College (See Table 1). The initial cost estimate for increasing Faculty salaries over a 5-year period was \$12.97 million and is presented in Table 2. The goals for the increases were as follows:

- Bring Faculty salaries to a competitive level to assure quality faculty are retained and attracted to CCCS.
- Ensure competitive levels for skill sets in programs offered where there is a scarcity of labor.
- Address concerns of internal equity.

In order to account for inflation, the Board agreed to apply an additional factor for a cost-of-living increase each year in addition to each college's established gap. The additional factor applied each year is based on data reported by CUPA for average Faculty salary increases from the previous year. This CUPA reported increase is not specific to 2-year public institutions. The \$12.97 million cost does not include the additional inflationary factor added to Faculty salaries.

Table 1, shows the fiscal year 2012 average Faculty salary data by college compared to the CUPA national average for 2-year public institutions. The

national average was lowered 13% for the rural colleges. You can see the associated gap for each college as well as the percent increase needed per college each year for 5 years to close their gap to the national average.

**Table 1: Fiscal Year 2012 College Average Salaries vs. CUPA National Average**

	<b>2012 CUPA National Average for 2 Year Public Institutions</b>	<b>FY 2012 Faculty Average Salaries by College</b>	<b>College Percentage Below Market</b>	<b>Annual Increase Needed for 5 Years To Close the Gap</b>
<b>Metro Colleges</b>				
<b>Arapahoe Community College</b>	\$58,532	\$51,971	11.21%	2.41%
<b>Community College of Aurora</b>	\$58,532	\$51,208	12.51%	2.71%
<b>Community College of Denver</b>	\$58,532	\$44,764	23.52%	5.50%
<b>Front Range Community College</b>	\$58,532	\$49,815	14.89%	3.28%
<b>Pikes Peak Community College</b>	\$58,532	\$44,324	24.27%	5.72%
<b>Pueblo Community College</b>	\$58,532	\$46,674	20.26%	4.63%
<b>Red Rocks Community College</b>	\$58,532	\$47,504	18.84%	4.26%
<b>Rural Colleges</b>				
<b>Colorado Northwestern Community College</b>	\$50,923	\$45,923	9.82%	2.09%
<b>Lamar Community College</b>	\$50,923	\$39,963	21.52%	4.97%
<b>Morgan Community College</b>	\$50,923	\$48,533	4.69%	0.97%
<b>Northeastern Junior College</b>	\$50,923	\$41,150	19.19%	4.35%
<b>Otero Junior College</b>	\$50,923	\$40,305	20.85%	4.79%
<b>Trinidad State Junior College</b>	\$50,923	\$39,886	21.67%	5.01%

Table 2 shows each college's average Faculty salary and full time equivalent (FTE) data in fiscal year 2012 and the cost estimate to each college of achieving the 5-year plan. The total cost was estimated at \$12.97 million. Based on fiscal year 2012 salaries the table shows the percent increase necessary per college to reach the national average within five years, adjusted 13% lower for the rural colleges. The Cost Per Year for Increase shows the cost to increase the salaries each year based on the Faculty FTE in 2012. The PERA Cost reflects the additional costs for PERA contributions by the employer for the increased salaries. Total Cost combines both of these for a total cost by college under the 5-year plan, not including additional cost of living or any changes in PERA contributions by the employer.

**Table 2: Fiscal Year 2012 Faculty Salary Data with Initial Projected Costs to Reach Target National Salary in 5 Years**

Metro Colleges – 2012 Target \$58,532	FY12 Average Faculty Salary	Initially Identified Yearly % Increase to Close Gap	Year 1	Year 2	Year 3	Year 4	Year 5	5-Year Associated Cost	Total Cost
<b>Arapahoe Community College</b>	\$51,971	2.41%	\$ 53,224	\$ 54,506	\$ 55,820	\$ 57,165	\$ 58,543		<b>\$ 713,080</b>
Cost Per Year for Increase - per FY12 FTE			\$ 115,230	\$ 118,007	\$ 120,851	\$ 123,764	\$ 126,746	\$ 604,598	
PERA Cost - per FY12 FTE		92 FTE	\$ 18,552	\$ 20,061	\$ 21,632	\$ 23,268	\$ 24,969	\$ 108,482	
<b>Community College of Aurora</b>	\$51,208	2.71%	\$ 52,596	\$ 54,021	\$ 55,485	\$ 56,989	\$ 58,533		<b>\$ 388,791</b>
Cost Per Year for Increase - per FY12 FTE			\$ 62,448	\$ 64,141	\$ 65,879	\$ 67,664	\$ 69,498	\$ 329,629	
PERA Cost - per FY12 FTE		45 FTE	\$ 10,054	\$ 10,904	\$ 11,792	\$ 12,721	\$ 13,691	\$ 59,162	
<b>Community College of Denver</b>	\$44,764	5.50%	\$ 47,226	\$ 49,823	\$ 52,564	\$ 55,455	\$ 58,505		<b>\$ 1,767,280</b>
Cost Per Year for Increase - per FY12 FTE			\$ 268,360	\$ 283,120	\$ 298,692	\$ 315,120	\$ 332,451	\$ 1,497,743	
PERA Cost - per FY12 FTE		109 FTE	\$ 43,206	\$ 48,130	\$ 53,466	\$ 59,242	\$ 65,493	\$ 269,537	
<b>Front Range Community College</b>	\$49,815	3.28%	\$ 51,449	\$ 53,136	\$ 54,879	\$ 56,679	\$ 58,538		<b>\$ 2,325,545</b>
Cost Per Year for Increase - per FY12 FTE			\$ 369,269	\$ 381,381	\$ 393,890	\$ 406,810	\$ 420,153	\$ 1,971,502	
PERA Cost - per FY12 FTE		226 FTE	\$ 59,452	\$ 64,835	\$ 70,506	\$ 76,480	\$ 82,770	\$ 354,043	
<b>Pikes Peak Community College</b>	\$44,324	5.72%	\$ 46,859	\$ 49,540	\$ 52,373	\$ 55,369	\$ 58,536		<b>\$ 2,968,365</b>
Cost Per Year for Increase - per FY12 FTE			\$ 448,754	\$ 474,423	\$ 501,560	\$ 530,249	\$ 560,579	\$ 2,515,564	
PERA Cost - per FY12 FTE		177 FTE	\$ 72,249	\$ 80,652	\$ 89,779	\$ 99,687	\$ 110,434	\$ 452,801	
<b>Pueblo Community College</b>	\$46,674	4.63%	\$ 48,835	\$ 51,096	\$ 53,462	\$ 55,937	\$ 58,527		<b>\$ 1,454,370</b>
Cost Per Year for Increase - per FY12 FTE			\$ 224,745	\$ 235,150	\$ 246,038	\$ 257,429	\$ 269,348	\$ 1,232,710	
PERA Cost - per FY12 FTE		104 FTE	\$ 36,184	\$ 39,976	\$ 44,041	\$ 48,397	\$ 53,062	\$ 221,660	
<b>Red Rocks Community College</b>	\$47,504	4.26%	\$ 49,528	\$ 51,638	\$ 53,837	\$ 56,131	\$ 58,522		<b>\$ 1,052,873</b>
Cost Per Year for Increase - per FY12 FTE			\$ 163,917	\$ 170,900	\$ 178,181	\$ 185,771	\$ 193,685	\$ 892,454	
PERA Cost - per FY12 FTE		81 FTE	\$ 26,391	\$ 29,053	\$ 31,894	\$ 34,925	\$ 38,156	\$ 160,419	

**Table 2: Fiscal Year 2012 Faculty Salary Data with Initial Projected Costs to Reach Target National Salary in 5 Years (Continued)**

<b>Rural Colleges – 2012 Target \$50,923</b>	<b>FY12 Average Faculty Salary</b>	<b>Initially Identified Yearly % Increase to Close Gap</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>5-Year Associated Cost</b>	<b>Total Cost</b>
<b>Colorado Northwestern Community College</b>	\$45,923	2.09%	\$ 46,883	\$ 47,863	\$ 48,863	\$ 49,884	\$ 50,927		<b>\$ 177,041</b>
Cost Per Year for Increase - per FY12 FTE			\$ 28,794	\$ 29,396	\$ 30,010	\$ 30,637	\$ 31,277	\$ 150,114	
PERA Cost - per FY12 FTE		30 FTE	\$ 4,636	\$ 4,997	\$ 5,372	\$ 5,760	\$ 6,162	\$ 26,927	
<b>Lamar Community College</b>	\$39,963	4.97%	\$ 41,949	\$ 44,034	\$ 46,223	\$ 48,520	\$ 50,931		<b>\$ 232,940</b>
Cost Per Year for Increase - per FY12 FTE			\$ 35,751	\$ 37,528	\$ 39,393	\$ 41,351	\$ 43,406	\$ 197,428	
PERA Cost - per FY12 FTE		18 FTE	\$ 5,756	\$ 6,380	\$ 7,051	\$ 7,774	\$ 8,551	\$ 35,512	
<b>Morgan Community College</b>	\$48,533	0.97%	\$ 49,004	\$ 49,479	\$ 49,959	\$ 50,444	\$ 50,933		<b>\$ 96,219</b>
Cost Per Year for Increase - per FY12 FTE			\$ 16,006	\$ 16,161	\$ 16,318	\$ 16,476	\$ 16,636	\$ 81,599	
PERA Cost - per FY12 FTE		34 FTE	\$ 2,577	\$ 2,747	\$ 2,921	\$ 3,098	\$ 3,277	\$ 14,620	
<b>Northeastern Junior College</b>	\$41,150	4.35%	\$ 42,940	\$ 44,808	\$ 46,757	\$ 48,791	\$ 50,913		<b>\$ 575,927</b>
Cost Per Year for Increase - per FY12 FTE			\$ 89,501	\$ 93,395	\$ 97,457	\$ 101,697	\$ 106,120	\$ 488,170	
PERA Cost - per FY12 FTE		50 FTE	\$ 14,410	\$ 15,877	\$ 17,445	\$ 19,119	\$ 20,906	\$ 87,757	
<b>Otero Junior College</b>	\$40,305	4.79%	\$ 42,236	\$ 44,259	\$ 46,379	\$ 48,600	\$ 50,928		<b>\$ 476,279</b>
Cost Per Year for Increase - per FY12 FTE			\$ 73,363	\$ 76,877	\$ 80,560	\$ 84,418	\$ 88,462	\$ 403,681	
PERA Cost - per FY12 FTE		38 FTE	\$ 11,811	\$ 13,069	\$ 14,420	\$ 15,871	\$ 17,427	\$ 72,598	
<b>Trinidad State Junior College</b>	\$39,886	5.01%	\$ 41,884	\$ 43,983	\$ 46,186	\$ 48,500	\$ 50,930		<b>\$ 742,745</b>
Cost Per Year for Increase - per FY12 FTE			\$ 113,902	\$ 119,609	\$ 125,601	\$ 131,894	\$ 138,502	\$ 629,509	
PERA Cost - per FY12 FTE		57 FTE	\$ 18,338	\$ 20,334	\$ 22,483	\$ 24,796	\$ 27,285	\$ 113,236	
<b>CCCS Total Cost Per Year for Increase</b>	\$46,940		\$ 2,010,041	\$ 2,100,087	\$ 2,194,428	\$ 2,293,279	\$ 2,396,864	\$10,994,699	<b>\$ 12,971,453</b>
<b>CCCS Total PERA Cost</b>		1061 FTE	\$ 323,616	\$ 357,015	\$ 392,802	\$ 431,138	\$ 472,183	\$ 1,976,754	

Due to the timing of the development and implementation of the 5-year plan, not all colleges had sufficient time to budget for their established gap, plus the planned cost of living increase, going into fiscal year 2013. As a result, each college President had the discretion to use their available budget to establish their Faculty merit pool going into fiscal year 2013. After salary increases were applied, a recalculation of the average Faculty salaries at each college was performed.

Because the national average salary is a moving target each year, the decision was made to keep the target salary static and apply a cost-of-living increase each year on top of the identified gap increase through the remainder of the plan. The recalculated 4-year gap, in addition to any Board approved cost of living adjustments each year, is the basis for Faculty merit pools used by each college when applying increases to Faculty under this plan. This means that increases are all merit based and there are no across the board increases applied to any Faculty.

### **Current Status**

Table 3 shows the progress made on Faculty salaries since fiscal year 2012 for the System as a whole. On average, the CCCS Faculty average salary increased 20.3% over three years, or at a 6.4% annualized rate for core Faculty. Each year's data are compared to data reported by CUPA for 2-year public institutions. The overall CCCS gap from the national average for 2-year public institutions has dropped from 20% in fiscal year 2012 to 13% in fiscal year 2014. Further, when you filter the data to core Faculty, the difference has decreased to 9% in 2014. CUPA data for fiscal year 2015 are not yet available for comparison; the current gap is presented from the 2012 initial target. If one compares the gap to the national average, the gap is 17% for all Faculty and 13% for core Faculty in fiscal year 2014. All future analysis in this report will be relative to the core Faculty.

Whereas the CCCS data represents all Faculty employed each fiscal year, the core group represents those employees who were employed with the college, as Faculty, in fiscal year 2012. Salary for Faculty who were employed in fiscal year 2012, but have since retired, are included in the average salary during the years in which they were employed as Faculty. The core group takes into account the fact that retiring Faculty who are paid higher are typically replaced by entry-level Faculty who make less. Compared to the original 2012 target, the core Faculty are just 3% below the initial target.

**Table 3: CCCS Faculty Salary Data and Difference from Initial Target National Average**

	Initial 2012 Target Salary	FY 2012 Faculty Average Salary	FY 2012 Difference From 2012 Target	2012-2013 CUPA 2-Year Public Institutions Faculty Salaries	FY 2013 Faculty Average Salary	FY 2013 Difference From CUPA 2012-2013 Data	Difference from 2012 Target	2013-2014 CUPA 2-Year Public Institutions Faculty Salaries	FY 2014 Faculty Average Salary	FY 2014 Difference From CUPA 2013-2014 Data	Difference from 2012 Target	FY 2015 Faculty Average Salary	Compound Average Annual Increase Since FY 2012	Current Difference from 2012 Target
<b>CCCS Faculty</b>	\$58,532	\$46,991	20%	\$59,644	\$48,093	19%	18%	\$60,977	\$50,646	17%	13%	\$53,734	4.6%	8%
<b>CCCS Core Faculty</b>	\$58,532	\$46,991	20%	\$59,644	\$50,050	16%	14%	\$60,977	\$53,306	13%	9%	\$56,530	6.4%	3%

Table 4 shows the progress of each college's core Faculty salaries and how far their fiscal year 2015 salaries are, three years into the plan, from the initial target salary. In addition, it shows the average annual raises given to date and the difference from the 2014 CUPA average. The average salary increase given for the system was 6.4% per year. The increases ranged from 1.46% at Morgan Community College, which was the closest to the national average, to 8.98% at Community College of Denver, which was one of the furthest away from the national average. When comparing fiscal year 2014 average salaries to 2014 CUPA national averages, Colorado Northwestern Community College is the closest at 6.88% below and Pikes Peak Community College the furthest at 15.6% below. Relative to the national average target in 2012, four of the colleges are currently exceeding that level.

**Table 4: Core Faculty Salary Data by College and Difference from Initial Target Average Salary**

	Initial 2012 Target Salary	FY12 Core Faculty Average Salary	Difference from 2012 Target Salary	FY 2013 Core Faculty Average Salary	FY 2014 Core Faculty Average Salary	FY 2014 Core Faculty Average Difference from 2014 CUPA	FY 2015 Core Faculty Average Salary	Compounding Average Increase Given to Date	Difference from 2012 Target Salary Based on FY 2015 Average
<b>Arapahoe Community College</b>	\$58,532	\$51,971	11.21%	\$53,524	\$56,384	7.53%	\$ 59,391	4.55%	1.47% (Over)
<b>Community College of Aurora</b>	\$58,532	\$51,208	12.51%	\$52,347	\$55,789	8.51%	\$ 58,732	4.68%	0.34% (Over)



	<b>Initial 2012 Target Salary</b>	<b>FY12 Core Faculty Average Salary</b>	<b>Difference from 2012 Target Salary</b>	<b>FY 2013 Core Faculty Average Salary</b>	<b>FY 2014 Core Faculty Average Salary</b>	<b>FY 2014 Core Faculty Average Difference from 2014 CUPA</b>	<b>FY 2015 Core Faculty Average Salary</b>	<b>Compounding Average Increase Given to Date</b>	<b>Difference from 2012 Target Salary Based on FY 2015 Average</b>
<b>Community College of Denver</b>	\$58,532	\$44,764	23.52%	\$49,206	\$53,420	12.39%	\$ 57,945	8.98%	1.00%
<b>Front Range Community College</b>	\$58,532	\$49,815	14.89%	\$52,591	\$56,491	7.36%	\$ 59,743	6.25%	2.07% (Over)
<b>Pikes Peak Community College</b>	\$58,532	\$44,324	24.27%	\$47,721	\$51,463	15.60%	\$ 55,505	7.79%	5.17%
<b>Pueblo Community College</b>	\$58,532	\$46,674	20.26%	\$49,998	\$53,373	12.47%	\$ 57,769	7.37%	1.30%
<b>Red Rocks Community College</b>	\$58,532	\$47,504	18.84%	\$50,227	\$53,347	12.51%	\$ 56,342	5.85%	3.74%
<b>Colorado Northwestern Community College</b>	\$50,923	\$45,923	9.82%	\$47,865	\$49,399	6.88%	\$ 50,252	3.05%	1.32%
<b>Lamar Community College</b>	\$50,923	\$39,963	21.52%	\$46,802	\$47,179	11.07%	\$ 48,324	6.54%	5.10%
<b>Morgan Community College</b>	\$50,923	\$48,533	4.69%	\$49,854	\$48,695	8.21%	\$ 50,685	1.46%	.47%
<b>Northeastern Junior College</b>	\$50,923	\$41,150	19.19%	\$45,837	\$47,464	10.53%	\$ 49,621	6.44%	2.56%
<b>Otero Junior College</b>	\$50,923	\$40,305	20.85%	\$44,931	\$49,016	7.60%	\$ 51,088	8.22%	0.32% (Over)
<b>Trinidad State Junior College</b>	\$50,923	\$39,886	21.67%	\$45,282	\$48,993	7.65%	\$ 48,839	6.98%	4.09%

## Fiscal Year 2017 Projections

Table 5 shows the projected status of core Faculty salaries by college in fiscal year 2017 against the initial 2012 target salary. This is assuming a merit pool for fiscal year 2016 and fiscal year 2017 based on the 4-year recalculated increases, not including any cost-of-living increases that will be included in addition to the gap percentage. All of our colleges are anticipated to be above the initial 2012 target salary. Again these projections do not include any anticipated cost-of-living applied in addition to the identified gap for each college. (Table 6 will analyze these figures with the inclusion of the cost-of-living increases.)

**Table 5: Core Faculty Salary Data by College Projected to Fiscal Year 2017**

	Initial 2012 Target Salary	FY12 Core Faculty Average Salary	Difference from 2012 Target Salary	4 Year Recalculated Percent Increase (not including inflation)	FY 2015 Core Faculty Average Salary	FY 2015 Difference of Core Faculty from 2012 Target	Projected FY 2016 Core Faculty Average Salary (not including inflation)	Projected FY 2017 Core Faculty Average Salary (not including inflation)	FY 2017 Difference from 2012 Target Based on Projected FY 2017 Core Faculty Average
<b>Arapahoe Community College</b>	\$58,532	\$51,971	11.21%	2.75%	\$59,391	1.47% (Over)	\$61,025	\$62,704	7.13% (Over)
<b>Community College of Aurora</b>	\$58,532	\$51,208	12.51%	3.31%	\$58,732	0.34% (Over)	\$60,674	\$62,680	7.09% (Over)
<b>Community College of Denver</b>	\$58,532	\$44,764	23.52%	5.77%	\$57,945	1.00%	\$61,290	\$64,829	10.76% (Over)
<b>Front Range Community College</b>	\$58,532	\$49,815	14.89%	3.95%	\$59,743	2.07% (Over)	\$62,100	\$64,551	10.28% (Over)
<b>Pikes Peak Community College</b>	\$58,532	\$44,324	24.27%	6.20%	\$55,505	5.17%	\$58,944	\$62,597	6.94% (Over)
<b>Pueblo Community College</b>	\$58,532	\$46,674	20.26%	5.53%	\$57,769	1.30%	\$60,966	\$64,340	9.92% (Over)
<b>Red Rocks Community College</b>	\$58,532	\$47,504	18.84%	4.73%	\$56,342	3.74%	\$59,009	\$61,803	5.59% (Over)
<b>Colorado Northwestern Community College</b>	\$50,923	\$45,923	9.82%	3.51%	\$50,252	1.32%	\$52,014	\$53,837	5.72% (Over)
<b>Lamar Community College</b>	\$50,923	\$39,963	21.52%	5.29%	\$48,324	5.10%	\$50,882	\$53,576	5.21% (Over)
<b>Morgan Community College</b>	\$50,923	\$48,533	4.69%	1.63%	\$50,685	.47%	\$51,509	\$52,347	2.80% (Over)
<b>Northeastern Junior College</b>	\$50,923	\$41,150	19.19%	3.44%	\$49,621	2.56%	\$51,328	\$53,095	4.26% (Over)
<b>Otero Junior College</b>	\$50,923	\$40,305	20.85%	5.13%	\$51,088	0.32% (Over)	\$53,707	\$56,461	10.87% (Over)
<b>Trinidad State Junior College</b>	\$50,923	\$39,886	21.67%	5.45%	\$48,839	4.09%	\$51,503	\$54,312	6.66% (Over)

Although we only have national average data from CUPA for 2-year public institutions through 2014, the question of where we will realistically be in fiscal year 2017 is projected below. The average national CUPA annual Faculty salary increases over the last several years was close to 2%. This average is used to apply to both the national target salary and the CCCS cost-of-living increases in order to project changes in both CCCS Faculty salaries and national salary through 2017.

CCCS is on target to meet national averages with eight of our colleges exceeding projected national averages and the remainder very close to those projections. Table 6 shows the projected Faculty salaries by college. Projections for college averages in 2016

and 2017 were made by building off of current fiscal year 2015 average salary data and assuming a 2% cost of living in addition to the identified gap each year. The initial 2012 target salary was increased by 2% each year, 2013 through 2017, to estimate a national average salary in 2017. The final column shows the difference in the projected fiscal year 2017 average salaries by college against the projected 2017 target salary with the 2% inflation.

**Table 6: Core Faculty Salary Data by College Projected to Fiscal Year 2017 Assuming 2% Inflation**

	Initial 2012 Target Salary	2013 Target Salary Assuming 2% Inflation over 2012	2014 Target Salary Assuming 2% Inflation over 2013	2015 Target Salary Assuming 2% Inflation over 2014	2016 Target Salary Assuming 2% Inflation over 2015	2017 Target Salary Assuming 2% Inflation over 2016	FY 2015 Faculty Average	Projected 2016 Faculty Average Assuming Gap + 2%	Projected 2017 Faculty Average Assuming Gap + 2%	FY 2017 Anticipated Difference from Projected 2017 National Average
<b>Arapahoe Community College</b>	\$58,532	\$59,703	\$60,897	\$62,115	\$63,357	\$64,624	\$59,391	\$62,212	\$65,167	0.84% (Over)
<b>Community College of Aurora</b>	\$58,532	\$59,703	\$60,897	\$62,115	\$63,357	\$64,624	\$58,732	\$61,851	\$65,135	0.79% (Over)
<b>Community College of Denver</b>	\$58,532	\$59,703	\$60,897	\$62,115	\$63,357	\$64,624	\$57,945	\$62,447	\$67,299	4.14% (Over)
<b>Front Range Community College</b>	\$58,532	\$59,703	\$60,897	\$62,115	\$63,357	\$64,624	\$59,743	\$63,298	\$67,064	3.78% (Over)
<b>Pikes Peak Community College</b>	\$58,532	\$59,703	\$60,897	\$62,115	\$63,357	\$64,624	\$55,505	\$60,056	\$64,981	0.55% (Over)
<b>Pueblo Community College</b>	\$58,532	\$59,703	\$60,897	\$62,115	\$63,357	\$64,624	\$57,769	\$62,119	\$66,797	3.36% (Over)
<b>Red Rocks Community College</b>	\$58,532	\$59,703	\$60,897	\$62,115	\$63,357	\$64,624	\$56,342	\$60,134	\$64,181	0.69%
<b>Colorado Northwestern Community College</b>	\$50,923	\$51,941	\$52,980	\$54,040	\$55,121	\$56,223	\$50,252	\$53,021	\$55,942	0.50%
<b>Lamar Community College</b>	\$50,923	\$51,941	\$52,980	\$54,040	\$55,121	\$56,223	\$48,324	\$51,847	\$55,626	1.06%
<b>Morgan Community College</b>	\$50,923	\$51,941	\$52,980	\$54,040	\$55,121	\$56,223	\$50,685	\$52,525	\$54,432	3.19%
<b>Northeastern Junior College</b>	\$50,923	\$51,941	\$52,980	\$54,040	\$55,121	\$56,223	\$49,621	\$52,320	\$55,167	1.88%
<b>Otero Junior College</b>	\$50,923	\$51,941	\$52,980	\$54,040	\$55,121	\$56,223	\$51,088	\$54,731	\$58,633	4.29% (Over)
<b>Trinidad State Junior College</b>	\$50,923	\$51,941	\$52,980	\$54,040	\$55,121	\$56,223	\$48,839	\$52,478	\$56,387	0.29% (Over)

## Summary

The 5-year Faculty salary plan was initiated because of a 20.4% gap found in our Faculty salaries when compared to national averages. The data presented in this report shows that CCCS has made significant strides in closing that gap. The gap from the initial target salary of \$58,532 has dropped from 20.4% to 8% for CCCS as a whole. This difference does not reflect that the target salary was adjusted 13% lower for our six rural colleges. Further when we filter our salaries for core Faculty, the current average is only 3% below the initial target and we have two years of increases remaining in the plan. Projecting to 2017, assuming 2% inflation each year, all of our average salaries for core Faculty will either exceed or closely resemble the anticipated national average.

Initial results from the 2014 CCCS Faculty Climate Survey show improvement in Faculty perceptions on pay. In 2012 78% of Faculty felt they were not paid appropriately and 76% felt their salaries were not competitive. In 2014 those numbers decreased to 63% and 69% respectively. There will be one more survey before the end of this 5-year plan, in 2016, where we hope to see continued improvements in these perceptions.

There is still work to be done. It is appropriate to have longer-term employees paid higher than newer, typically less- experienced employees. However, we believe that some of the colleges may need to evaluate entry-level salaries for new Faculty. It would have been difficult to significantly adjust the pay scales for starting Faculty in the beginning of this 5-year plan without causing internal equity issues with longer term, more experienced Faculty. As we near the end of this plan and especially in 2017, the colleges should evaluate their starting salary levels to ensure that their averages will remain competitive with national data going forward. This adjustment will narrow the gap in pay between new hires and longer term Faculty but without an adjustment to starting salaries for new Faculty, we will always be behind national averages with our Faculty salaries.

Meanwhile, national salary data are a moving target. As we finish out the final two years of this plan we should continue to monitor our progress against actual reported salary data. Ensuring our salaries remain competitive will require continual monitoring and periodic adjustments. This is not unlike our salaries for all employee classifications.

We must also consider the tenure of our Faculty workforce. The majority of our Faculty, 61.9%, have been working for CCCS for less than 10 years;

28% of those for 5 years or less. This reflects a workforce that may have less tenure than the average Faculty on a national level. Length of service is not reported by CUPA in relation to average salaries. CCCS has maintained fairly consistent retirement eligibility for several years. In 2006 PERA reported that 23% of our employees were eligible to retire in three years. Today 14% of our workforce is eligible to retire and just over 20% will be eligible in five years. In order to fill these voids we hire new employees, bringing down the average length of service. When we compare our average salary data against national data we should be cognizant of our workforce service.

**RECOMMENDATION:**

No action required; informational item only.