



UFF-FUSA/Mercer Salary Study

2015-2018 CONTRACT

Updated March 15, 2015



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Faculty United Service Association
Hillsborough Community College
39 Columbia Drive
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February 26, 2015

Subject: UFF-FUSA Salary Study

Dear Faculty United Service Association:

Thank you for engaging Mercer in the UFF-FUSA Salary Study Review project. Our team of Dan Haelsing and Peter Bok has reviewed the study and the recommended approach.

Mercer has verified the analysis within the study, and based on the review our team found that the recommendations outlined align with best practice standards.

With this verification we have concluded the project. We ask that you please contact Dan Haelsing or Peter Bok should you have any questions or require further clarification.

Sincerely yours,

A handwritten signature in black ink, appearing to read 'Peter Bok', written in a cursive style.

Peter Bok
Principal

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I. Introduction/Overview

This study examines and evaluates three (3) areas of faculty compensation at Hillsborough Community College. Each area contains a historical evaluation, current status and evaluative comments. The three (3) areas of study include:

1. HCC faculty salary rankings within the Florida College System;
2. Disparity of pay within each faculty grade classification;
 - a. Salary Compression and Inversion
3. The faculty raise system
 - a. Current inability to progress through the HCC pay range
 - b. Step Pay System Proposal.

II. Rankings within the Florida College System

- There are 28 colleges in the Florida College System
- HCC is ranked:
 - 5th out of 28 in FTE* (82nd percentile)
 - 7th out of 28 in Program Completers (75th percentile)
 - 7th out of 28 in Students Enrolled (75th percentile)
 - 20th out of 28 in Faculty Salaries (29th percentile)

College	Year the College was Established
Palm Beach State College	1933
St. Petersburg College	1947
Chipola College	1948
Pensacola State College	1947
Gulf Coast State College	1957
College of Central Florida	1957
Daytona State College	1958
State College of Florida, Manatee-Sarasota	1958
North Florida Community College	1958
St. Johns River State College	1958
Eastern Florida State College	1960
Broward College	1960
Indian River State College	1960
Miami Dade College	1960
Edison State College	1962
Florida Gateway College	1962
Lake-Sumter State College	1962
Northwest Florida State College	1964
Polk State College	1965
Florida Keys Community College	1966
Florida State College at Jacksonville	1966
Santa Fe College	1966
Seminole State College of Florida	1966
South Florida State College	1966
Tallahassee Community College	1967
Valencia College	1967
Hillsborough Community College	1968
Pasco-Hernando Community College	1972

Source: DOE Fact Book (2014)

*Full-time-equivalent (FTE), by definition, is a count of one student attending full-time for a full academic year. FTE, in reality, is a measure of instructional effort, the total credit hours taken by students.

**Florida College System
Annual FTE (Full-Time Equivalent) Enrollment
(Funded – Lower Division) by College
2008-2009 through 2012-2013**

	2008-09	2009-10	2010-11	2011-12	2012-13	Rank
Miami Dade	55,869.40	56,614.00	58,737.80	58,372.10	54,212.90	1
Valencia	26,436.80	29,295.80	31,173.70	31,492.20	30,010.80	2
Broward	24,804.50	27,773.80	30,043.40	30,395.80	29,326.20	3
Fla SC at Jax	24,710.20	28,452.70	24,834.50	24,220.20	21,523.40	4
Hillsborough	18,660.60	20,767.30	21,418.50	21,357.60	20,472.10	5
Palm Beach State	18,453.90	20,070.40	20,478.20	20,523.20	19,580.30	6
St. Petersburg	16,966.80	18,707.30	20,011.40	19,968.50	18,878.20	7
Seminole State	12,041.70	13,998.10	15,417.00	15,098.90	14,578.50	8
Indian River	12,461.70	13,332.30	13,538.50	12,963.80	12,415.80	9
Eastern Florida	11,798.50	13,393.10	13,513.50	13,395.20	12,017.60	10
Santa Fe	11,961.10	12,161.40	12,525.90	12,317.10	11,636.20	11
Daytona	13,097.30	14,984.00	15,541.30	13,062.60	11,595.10	12
Tallahassee	11,937.70	12,527.40	11,974.60	12,219.30	10,946.50	13
Edison	9,122.80	11,072.30	11,659.50	11,216.40	9,923.60	14
Pensacola	8,673.80	9,276.00	9,303.50	9,341.90	9,078.60	15
State College FL	8,601.70	9,552.30	8,842.70	8,347.70	7,740.60	16
Polk	5,992.10	6,640.70	7,028.70	7,413.40	7,396.60	17
Pasco-Hernando	6,060.20	7,230.80	7,777.70	7,824.60	7,041.10	18
Central Florida	5,472.90	6,404.80	6,575.70	6,435.30	5,821.00	19
Northwest Fla	5,399.20	5,538.40	5,569.90	5,209.00	4,818.70	20
St. Johns River	4,528.70	4,913.30	4,986.60	4,963.50	4,659.30	21
Gulf Coast	4,875.20	5,074.10	4,904.40	4,829.70	4,461.50	22
Lake Sumter	2,832.90	3,203.10	3,261.00	3,237.70	2,958.70	23
South Florida	2,756.70	2,899.00	2,737.40	2,416.10	2,256.90	24
Florida Gateway	2,111.80	2,396.40	2,318.90	2,339.20	2,159.50	25
Chipola	1,640.20	1,618.80	1,537.00	1,495.40	1,465.60	26
North Florida	868.20	940.50	1,028.40	962.90	897.50	27
Florida Keys	915.70	1,061.80	968.10	909.50	836.60	28
Total	329,052.30	359,899.90	367,707.80	362,328.80	338,709.40	

Source: DOE Fact Book 2014, Table 3.3.1T

Florida College System
Florida College System Credit Program Completers
Headcount by College and Award Type
2012-2013

College	Associate in Arts	Educator Preparation Institute	Associate in Science	Certificates	Certificate of Professional Prep	Totals	Rank
Miami Dade	8,771	58	1,654	3013	0	13496	1
Valencia	5,844	91	1,359	4130	0	11424	2
Broward	4,884	46	1,247	1367	0	7544	3
Fla SC at Jax	3,757	45	1,207	2280	0	7289	4
Palm Beach State	3,991	47	655	1688	0	6381	5
Seminole State	2,205	13	593	3202	0	6013	6
Hillsborough	2,913	137	869	1842	0	5761	7
St. Petersburg	3,190	39	1,009	656	43	4937	8
Daytona	1,795	9	787	1504	0	4095	9
Eastern Florida	2,347	23	489	1096	0	3955	10
Indian River	1,973	54	720	1125	0	3872	11
Santa Fe	2,171	42	517	475	0	3205	12
Tallahassee	2,407	0	306	480	0	3193	13
Edison	1,710	0	612	252	0	2574	14
Pensacola	1,100	9	669	624	0	2402	15
Pasco-Hernando	1,279	72	327	545	0	2223	16
Central Florida	975	1	342	425	0	1743	17
Polk	1,060	75	417	190	0	1742	18
State College FL	1,256	11	371	50	0	1688	19
Northwest Fla	997	1	290	340	0	1628	20
St. Johns River	690	51	220	355	0	1316	21
Gulf Coast	636	32	239	150	0	1057	22
Lake Sumter	609	9	138	25	0	781	23
Florida Gateway	284	21	136	288	0	729	24
South Florida	281	21	101	254	0	657	25
Chipola	277	0	85	176	0	538	26
North Florida	153	0	35	166	0	354	27
Florida Keys	135	0	70	75	0	280	28
System Total	57,690	907	15,464	26773	43	100877	

Source: DOE Fact Book 2014, Table 5.3T

Florida College System
Annual Unduplicated Student Headcount Enrollment
2008-2009 through 2012-2013
Students Served – All: Lower Division/Non-Credit and Upper Division

	2008 – 09	2009 – 10	2010 – 11	2011 – 12	2012 – 13	Current Rank
Miami Dade	137,427	139,942	146,526	144,964	142,254	1
Broward	57,016	62,279	65,708	69,168	68,261	2
Valencia	58,880	63,829	66,544	66,567	65,680	3
St. Petersburg	54,085	55,477	58,759	60,485	57,196	4
Fla SC at Jax	79,823	85,997	76,986	66,951	57,114	5
Palm Beach State	48,562	51,279	50,677	48,956	47,880	6
Hillsborough	42,216	46,003	46,648	46,654	45,712	7
Tallahassee	37,149	36,839	39,303	38,130	38,353	8
Seminole State	31,831	30,644	32,653	32,341	32,449	9
Indian River	33,576	34,512	32,857	30,688	28,978	10
Daytona	34,108	36,756	37,119	31,883	28,937	11
Eastern Florida	27,174	28,961	28,775	27,647	26,552	12
Santa Fe	23,097	24,896	25,901	26,003	24,438	13
Edison	21,627	25,027	26,018	25,353	22,757	14
State College FL	25,038	24,325	22,863	22,174	21,546	15
Pensacola	21,456	22,935	22,196	21,728	21,436	16
Polk	20,186	19,730	16,817	16,843	17,673	17
Pasco-Hernando	15,422	17,622	17,716	18,383	16,493	18
Central Florida	17,288	17,619	17,760	16,399	16,061	19
Northwest Fla	15,413	15,836	15,469	14,887	13,602	20
Gulf Coast	23,332	22,051	13,729	13,233	13,026	21
St. Johns River	10,298	11,109	11,071	12,214	10,969	22
Lake Sumter	8,051	8,940	8,133	7,936	7,619	23
South Florida	9,017	9,113	8,648	6,306	5,879	24
Florida Gateway	5,143	5,782	5,778	5,576	4,906	25
Chipola	4,799	4,768	3,737	3,713	3,523	26
Florida Keys	2,878	3,166	2,940	2,481	2,343	27
North Florida	2,416	2,316	2,515	2,285	2,096	28
Total	867,308	907,753	903,846	879,948	843,733	

Source: DOE Fact Book 2014, Table 2.3.3T

**Florida College System
Faculty Salaries by Semesters Employed
Fall Term 2013-2014**

College	2.0 Semesters		2.5 Semesters		3.0 Semesters		2.0 Semester Equivalent			
	Number	Average Salary	Number	Average Salary	Number	Average Salary	Number	Average Salary	Rank	Percentile
Indian River	0	\$0	191	\$80,592	16	\$85,531	207	\$73,012	1	100
St. Petersburg	60	\$70,707	228	\$69,024	84	\$82,932	372	\$65,185	2	93
Miami Dade	0	\$0	733	\$68,220	0	\$0	733	\$62,019	3	89
Daytona	275	\$57,107	0	\$0	32	\$85,156	307	\$58,416	4	86
Broward	371	\$57,962	29	\$68,147	6	\$74,880	406	\$58,296	5	82
Florida Keys	0	\$0	21	\$62,775	1	\$69,632	22	\$57,064	6	79
Edison	170	\$56,165	0	\$0	0	\$0	170	\$56,165	7	75
Northwest Fla	93	\$55,905	0	\$0	7	\$71,208	100	\$56,070	8	71
Eastern Florida	239	\$55,057	0	\$0	0	\$0	239	\$55,057	9	68
Palm Beach State	282	\$54,776	0	\$0	0	\$0	282	\$54,776	10	64
Polk	147	\$55,328	13	\$52,489	1	\$49,920	161	\$54,624	11	61
Pasco-Hernando	126	\$55,316	0	\$0	6	\$44,257	132	\$54,447	12	57
Seminole State	33	\$59,827	0	\$0	164	\$65,179	197	\$54,417	13	54
Valencia	81	\$41,933	390	\$60,824	4	\$84,960	475	\$53,135	14	50
Fla SC at Jax	403	\$52,487	0	\$0	1	\$30,168	404	\$52,419	15	46
State College FL	129	\$53,949	16	\$43,782	2	\$47,424	147	\$52,203	16	43
Central Florida	114	\$52,141	0	\$0	0	0	114	\$52,141	17	39
Tallahassee	74	\$59,477	0	\$0	121	\$57,381	195	\$51,702	18	36
Santa Fe	228	\$51,958	0	\$0	13	\$56,656	241	\$51,656	19	32
Hillsborough	298	\$51,296	0	\$0	10	\$47,790	308	\$50,900	20	29
South Florida	7	\$50,609	37	\$54,520	23	\$63,007	67	\$50,355	21	25
Florida Gateway	45	\$48,459	7	\$58,026	14	\$59,431	66	\$48,949	22	21
Pensacola	159	\$48,191	0	\$0	24	\$56,254	183	\$47,907	23	18
Gulf Coast	0	\$0	76	\$47,477	27	\$69,088	103	\$46,665	24	14
Lake Sumter	78	\$46,582	0	\$0	0	0	78	\$46,582	25	11
Chipola	0	\$0	42	\$50,482	0	\$0	42	\$45,892	26	7
St. Johns River	47	\$44,590	61	\$51,775	36	\$54,988	144	\$45,740	27	4
North Florida	20	\$46,901	2	\$42,624	8	\$50,749	30	\$44,923	28	0
System Total	3,479	\$53,961	1,846	\$65,509	600	\$65,978	5,925	\$55,706		

Source: DOE Fact Book 2014, Table 6.6T

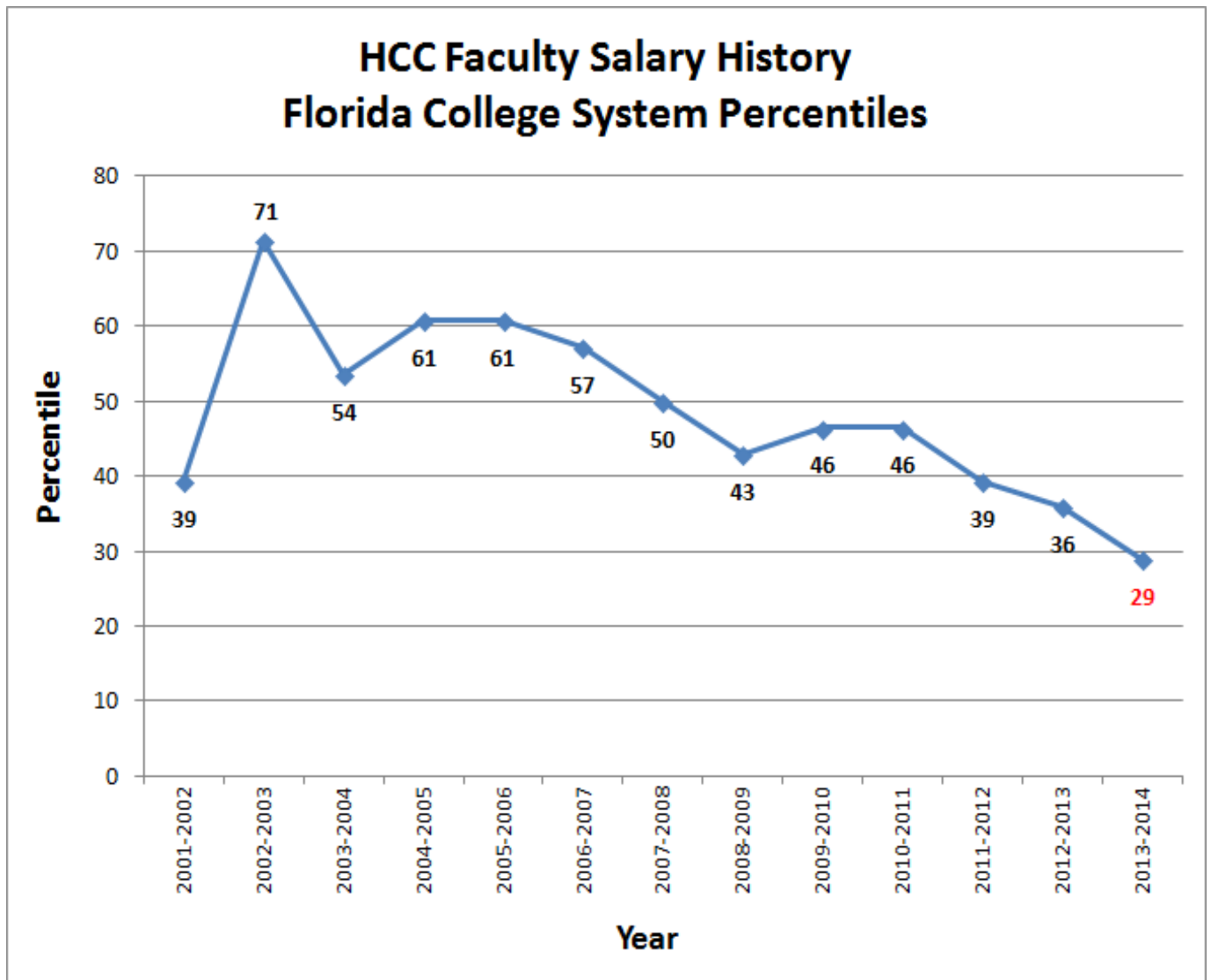
HCC Faculty Salary History

- In 2002, FUSA and the Administration agreed on the goal of raising faculty salaries to the 75th percentile among the 28 colleges in the Florida College System.
- Faculty salary rankings and percentiles have fallen steadily since 2002.
- In 2014, HCC faculty salaries were at the 29th percentile in the Florida College System, the lowest in 13 years.

Academic Year	Salary Rank (out of 28 colleges)	Salary Percentile
2001-2002	17	39
2002-2003	8	71
2003-2004	13	54
2004-2005	11	61
2005-2006	11	61
2006-2007	12	57
2007-2008	14	50
2008-2009	16	43
2009-2010	15	46
2010-2011	15	46
2011-2012	17	39
2012-2013	18	36
2013-2014	20	29

Source: DOE Fact Books, 2002-2014

The graph below shows the steady decline in HCC faculty salaries since 2002.



The tables and graph below show the 2004-2014 average faculty salaries for HCC, all 28 colleges in the Florida College System, and an average for colleges of similar size to HCC.

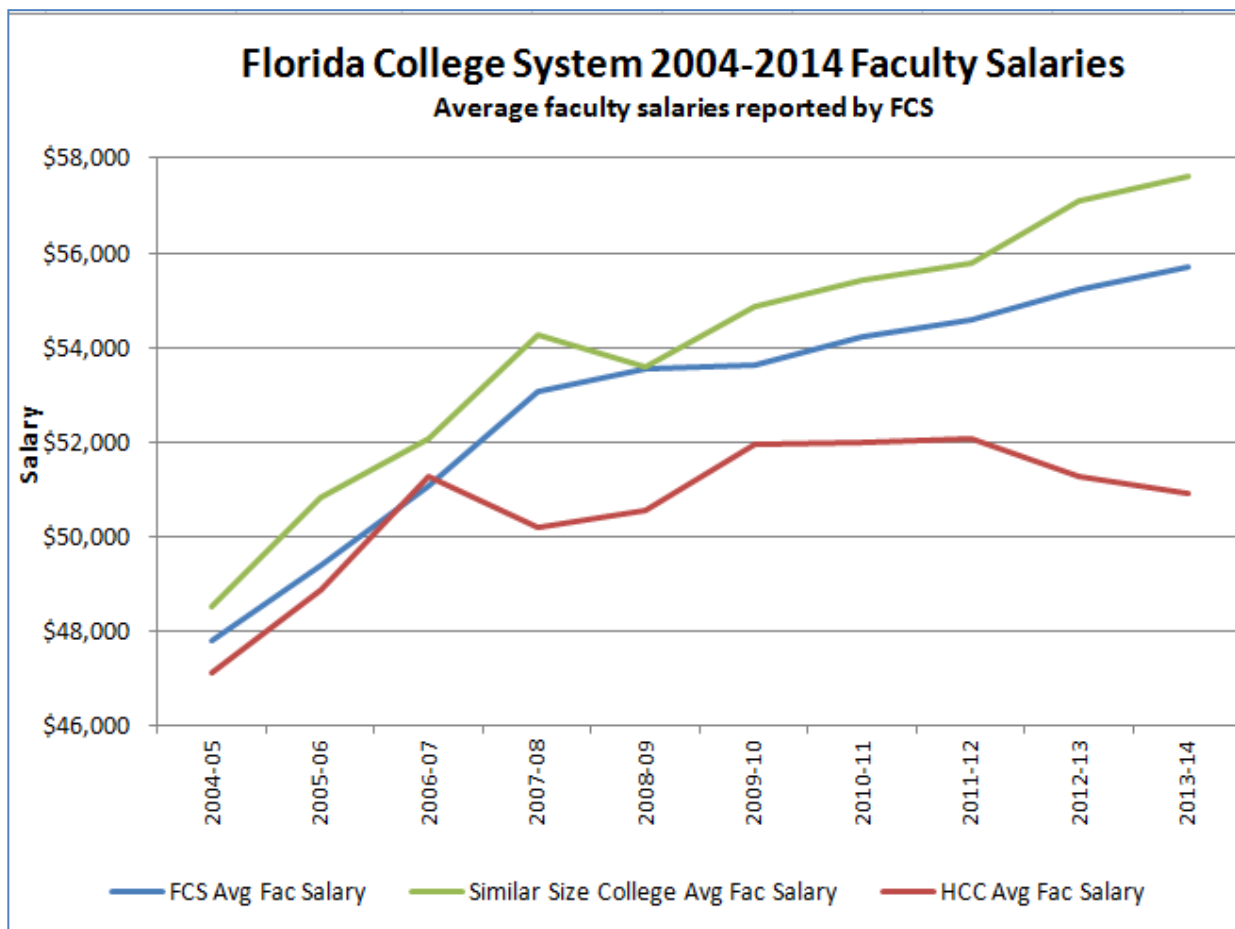
Florida College System (FCS) Average Faculty Salaries 2004-2014

	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14
FCS Avg Fac Salary	\$47,784	\$49,408	\$51,057	\$53,059	\$53,533	\$53,625	\$54,243	\$54,586	\$55,219	\$55,706
HCC Avg Fac Salary	\$47,140	\$48,867	\$51,280	\$50,180	\$50,556	\$51,933	\$52,000	\$52,076	\$51,276	\$50,900
Similar Size College Avg Fac Salary	\$48,538	\$50,846	\$52,076	\$54,287	\$53,584	\$54,859	\$55,419	\$55,789	\$57,116	\$57,638

Similar Size College Data

Miami Dade	\$51,929	\$54,817	\$57,251	\$59,772	\$52,089	\$59,987	\$60,235	\$59,560	\$61,267	\$62,019
Valencia	\$44,090	\$45,805	\$48,487	\$52,519	\$52,640	\$53,335	\$54,005	\$54,553	\$54,134	\$53,135
Broward	\$51,882	\$55,781	\$52,688	\$55,442	\$55,917	\$56,485	\$56,134	\$55,838	\$58,716	\$58,296
FL SC at Jax	\$45,178	\$44,626	\$44,804	\$46,443	\$47,643	\$47,236	\$48,371	\$47,972	\$51,984	\$52,419
Palm Beach State	\$47,771	\$49,506	\$52,140	\$54,250	\$56,480	\$55,491	\$54,910	\$55,316	\$54,456	\$54,776
St Petersburg College	\$50,377	\$54,543	\$57,086	\$57,294	\$56,735	\$56,617	\$58,860	\$61,496	\$62,136	\$65,185

Source: DOE Factbooks 2004-2014



III a. HCC Full-time Faculty Salary Data

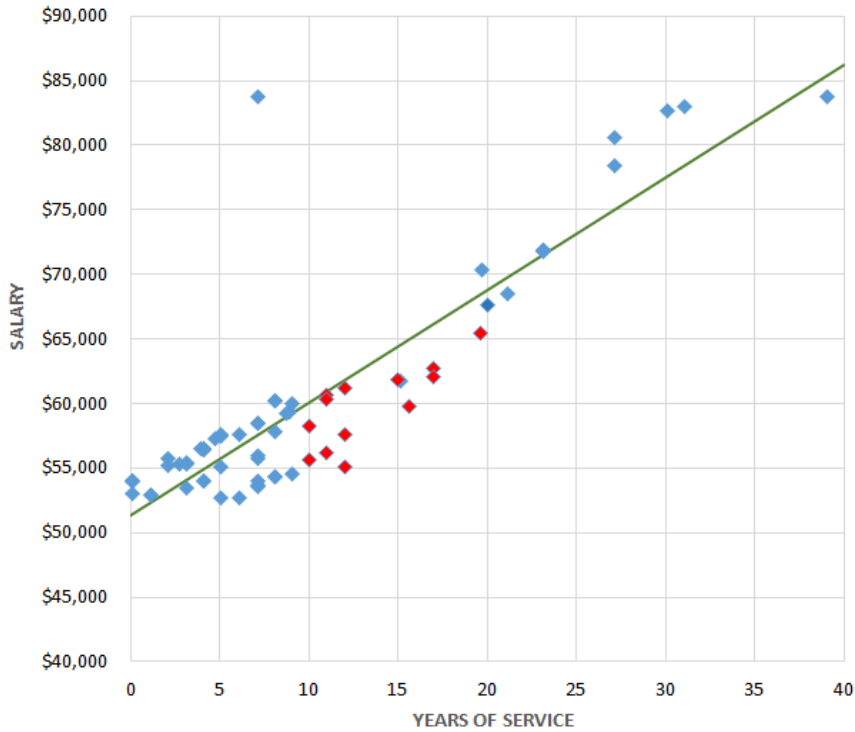
- **The following pages reference full-time faculty salaries and years of service.**
- **Graphs and summaries are separated by grade.**
- **Data was collected from the Human Resources FUSA report, effective 12/05/2014.**
- **All salaries are reported as two (2) semester equivalencies.**
Salaries for faculty on a college year contract were prorated to a two (2) semester equivalency (college year salary/231*160). It was presumed all college year faculty work 231 days per year.
- **Faculty on sabbatical were excluded from the graphs and summaries.**

III b. Scatter Plots and Fitted Lines

The following scatter plots and fitted regression lines show faculty salaries by grade, based on years of service.

- **There is no consistent relationship between salary and years of service.**
- **The timing and variation of sporadic raises over recent years has created inequities in internal faculty salaries.**
- **Newly hired faculty receiving up to an initial 20% increase above the base salary leads to permanent higher salaries than their peers.**
- **The result is evidenced by both salary compression and salary inversion.**
- **A number of non-tenured faculty are earning near or more than senior, tenured faculty in the same pay grade.**
- **The most affected grouping is faculty with approximately 10-18 years of service.**

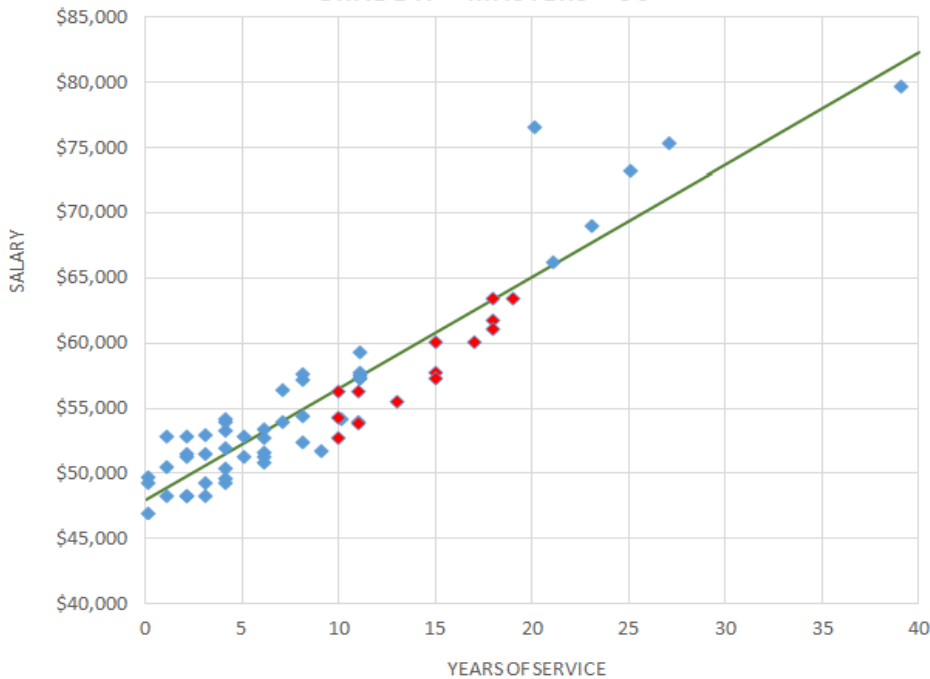
SALARIES VS. YEARS OF SERVICE
SCATTERPLOT AND FITTED LINE
GRADE I: DOCTORATE



Regression Line:
 Salary = \$51,536 + \$872*YOS

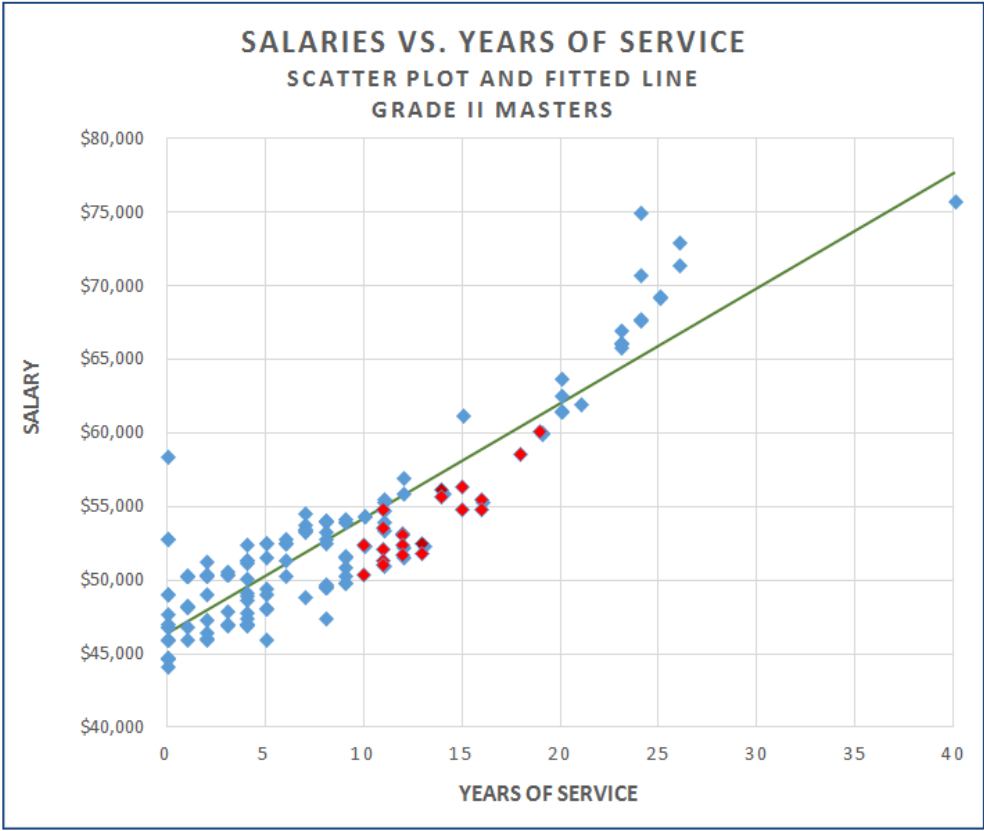
◆ : Indicates faculty salaries that consistently fall below the expected value. Most faculty in this category have 10 to 18 years of service.

SALARIES VS. YEARS OF SERVICE
SCATTER PLOT AND FITTED LINE
GRADE II+ MASTERS + 30

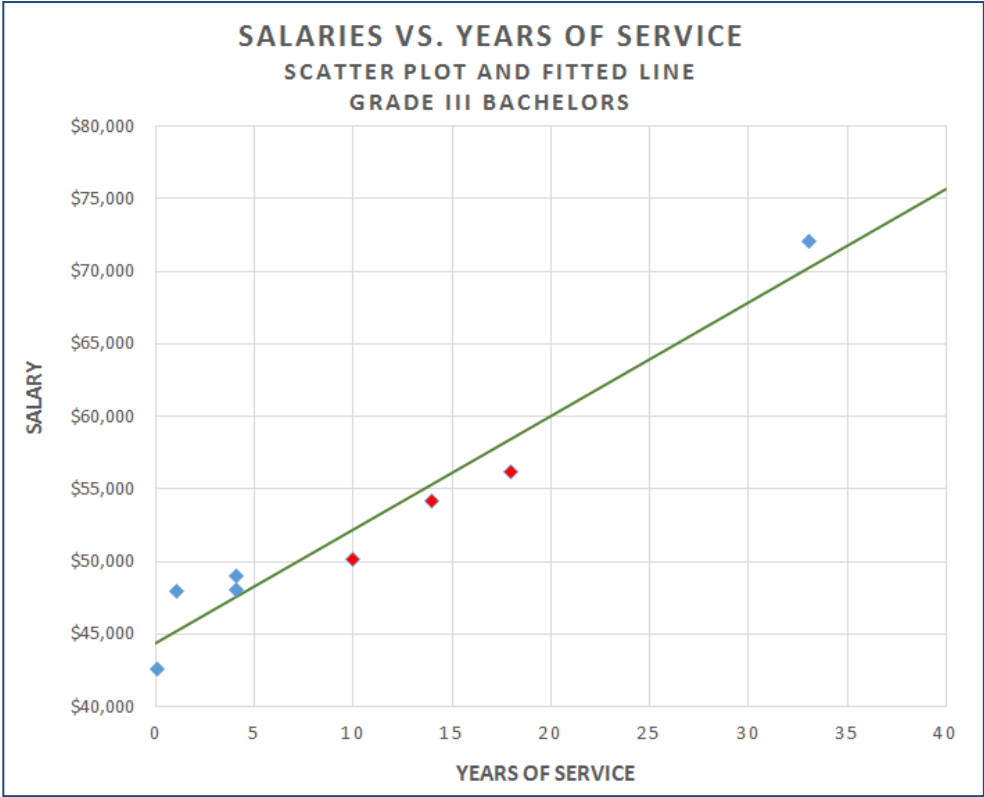


Regression Line:
 Salary = \$47,960 + \$857*YOS

Example of compression:
 Faculty 1:
 Grade I, 4 YOS, \$56,621
 Faculty 2:
 Grade I, 11 YOS, \$56,202



Regression Line:
 $\text{Salary} = \$46,314 + \$784 * \text{YOS}$



Regression Line:
 $\text{Salary} = \$44,389 + \$781 * \text{YOS}$

Below are examples of salary disparities within a grade. Salaries are sorted from highest to lowest. Note the corresponding years of service.

Faculty #	STATUS	HIRE_DATE	FTR_DATE	FTT_DATE	YOS	Salary (2 semester equiv)	CONTR_TYPE	GRADE
1	FT	9/22/1975	9/22/1975		39	78,847.00	Basic Year	II+
2	FT	5/4/1987	8/18/1994		20	76,651.32	Basic Year	II+
3	FT	7/6/1987	7/6/1987		27	75,488.06	Basic Year	II+
4	FT	8/21/1989	8/21/1989		25	73,344.99	Basic Year	II+
5	FT	8/22/1991	8/22/1991		23	69,100.60	Basic Year	II+
6	FT	8/19/1993	8/19/1993		21	66,324.41	Basic Year	II+
7	FT	1/6/1995	1/6/1995		19	63,420.20	Basic Year	II+
8	FT	5/1/1995	9/19/1996		18	63,389.22	Basic Year	II+
9	FT	1/5/1996	1/5/1996		18	61,793.39	Basic Year	II+
10	FT	8/22/1996	8/22/1996		18	61,116.25	Basic Year	II+
11	FT	8/21/1997	8/21/1997		17	60,093.89	Basic Year	II+
12	FT	8/20/1998	1/5/1999	8/20/1998	15	60,046.78	Basic Year	II+
13	FT	8/24/1987	8/21/2003	1/10/2000	11	59,378.70	Basic Year	II+
14	FT	8/20/1998	8/21/2003		11	57,797.13	Basic Year	II+
15	FT	1/6/1999	1/6/1999		15	57,769.10	Basic Year	II+
16	FT	8/21/2003	8/21/2006		8	57,682.66	Basic Year	II+
17	FT	8/20/1998	8/21/2003		11	57,582.02	Basic Year	II+
18	LFP	8/21/2000	8/21/2003		11	57,439.03	Basic Year	II+
19	FT	8/22/2001	8/21/2003		11	57,439.03	Basic Year	II+
20	FT	8/26/1996	1/5/1999		15	57,330.77	Basic Year	II+
21	FT	8/21/2006	8/21/2006		8	57,245.52	Basic Year	II+
22	FT	8/16/2007	8/20/2007		7	56,454.21	Basic Year	II+
23	FT	8/20/1998	8/21/2003		11	56,239.00	Basic Year	II+
24	FT	5/27/1991	8/23/2004		10	56,238.84	Basic Year	II+
25	FT	1/10/2000	1/4/2001	1/10/2000	13	55,500.50	Basic Year	II+
26	FT	8/24/1998	8/21/2006	8/22/2005	8	54,529.10	Basic Year	II+
27	FT	8/23/2004	8/23/2004		10	54,313.88	College Year	II+
28	FT	8/19/2008	1/8/2010	8/19/2008	4	54,256.12	Basic Year	II+
29	FT	8/23/2004	8/23/2004		10	54,222.54	Basic Year	II+
30	FT	1/7/2008	8/20/2010	8/19/2008	4	54,087.04	Basic Year	II+
31	FT	5/6/1999	8/20/2007		7	54,039.99	Basic Year	II+
32	FT	1/6/2003	1/6/2003		11	53,961.32	Basic Year	II+
33	FT	8/21/2003	8/21/2003		11	53,812.97	Basic Year	II+
34	FT	1/10/2005	8/19/2008	8/21/2006	6	53,473.31	Basic Year	II+
35	FT	8/12/2010	8/20/2010		4	53,349.46	Basic Year	II+
36	FT	8/21/2008	8/18/2011	1/5/2009	3	53,007.61	Basic Year	II+
37	FT	1/4/2008	8/20/2009	1/4/2008	5	52,938.92	Basic Year	II+
38	FT	8/9/2012	8/16/2012		2	52,925.72	Basic Year	II+
39	FT	5/12/2008	8/8/2013	1/6/2012	1	52,925.72	Basic Year	II+
40	FT	8/23/1993	8/19/2008		6	52,867.42	Basic Year	II+
41	FT	8/23/2004	8/23/2004		10	52,776.06	Basic Year	II+
42	FT	5/16/2005	8/21/2006		8	52,541.22	Basic Year	II+
43	FT	8/12/2010	8/20/2010		4	52,002.14	Basic Year	II+
44	FT	8/22/2005	8/22/2005	8/20/2010	9	51,807.32	Basic Year	II+
45	FT	1/8/2007	1/4/2008		6	51,676.27	Basic Year	II+
46	FT	12/30/2010	1/7/2011		3	51,619.53	Basic Year	II+
47	FT	8/24/2009	8/16/2012	8/18/2011	2	51,604.79	Basic Year	II+
48	FT	8/21/2008	8/20/2009		5	51,407.25	Basic Year	II+
49	FT	5/6/2002	8/19/2008	8/20/2007	6	51,403.14	Basic Year	II+
50	FT	8/24/2005	8/16/2012		2	51,353.51	Basic Year	II+
51	FT	8/24/2005	8/19/2008		6	50,914.46	Basic Year	II+
52	FT	8/8/2013	8/15/2013		1	50,616.15	Basic Year	II+
53	FT	8/12/2010	8/20/2010		4	50,533.09	Basic Year	II+
54	FT	1/10/2011	8/19/2014		0	49,804.30	Basic Year	II+
55	FT	8/25/2003	8/20/2010		4	49,672.87	Basic Year	II+
56	FT	1/11/2010	1/7/2011		3	49,377.05	Basic Year	II+
57	FT	8/12/2010	8/20/2010		4	49,377.05	Basic Year	II+
58	FT	8/19/2014	8/19/2014		0	49,349.62	Basic Year	II+

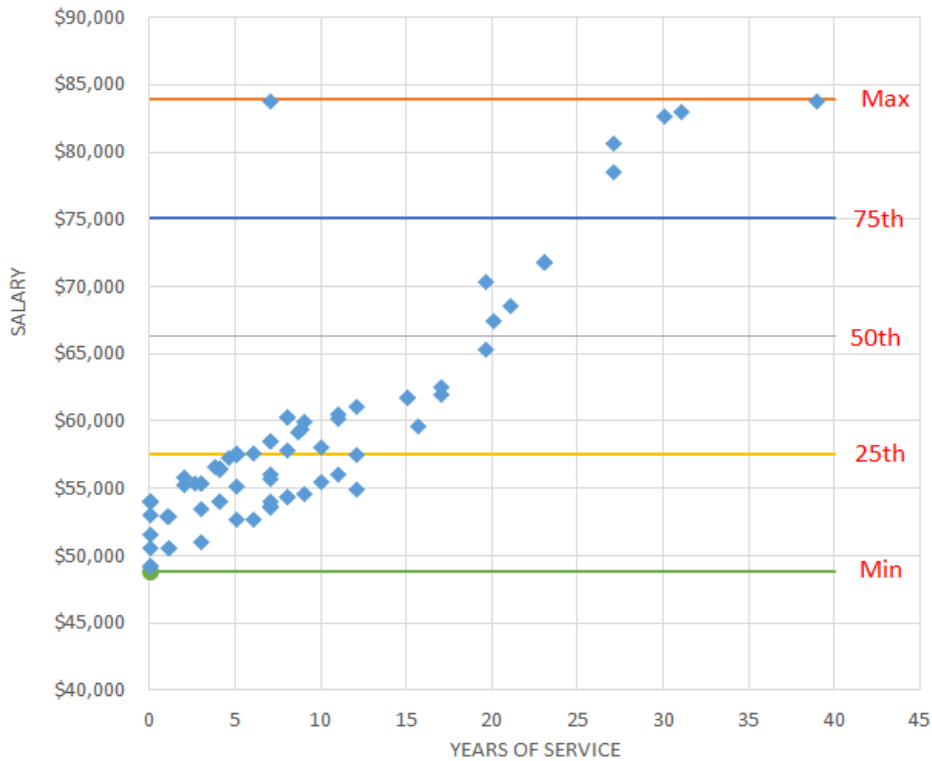
III c. Pay Ranges for Faculty

Current pay ranges for each grade are listed below.

Grade	Minimum	Maximum
I	\$48,781	\$83,859
II+	\$46,514	\$79,845
II	\$44,248	\$74,828
III	\$42,187	\$72,177

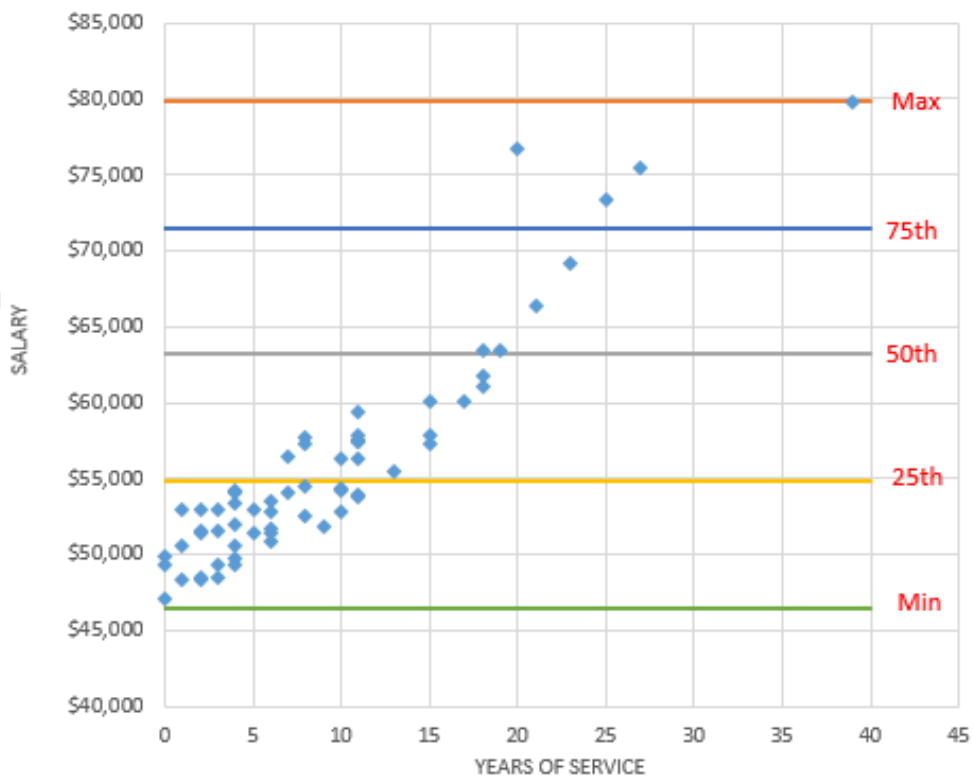
- With the current system of sporadic raises, the majority of faculty members are unable to attain the maximum salary or even reach the 75th percentile of the pay scale.
- Overall, 85% of the faculty salaries are below the 50th percentile in the pay ranges.
- The graphs that follow show the faculty salaries and years of service and where the salaries fall compared to the minimum, 25th percentile, 50th percentile, 75th percentile and maximum of the pay range.
- All graphs show that the majority of faculty members with up to 20 years of service have not reached the 50th percentile of the current pay scale.

CURRENT SALARIES VS. HCC PAY RANGES GRADE I: DOCTORATE

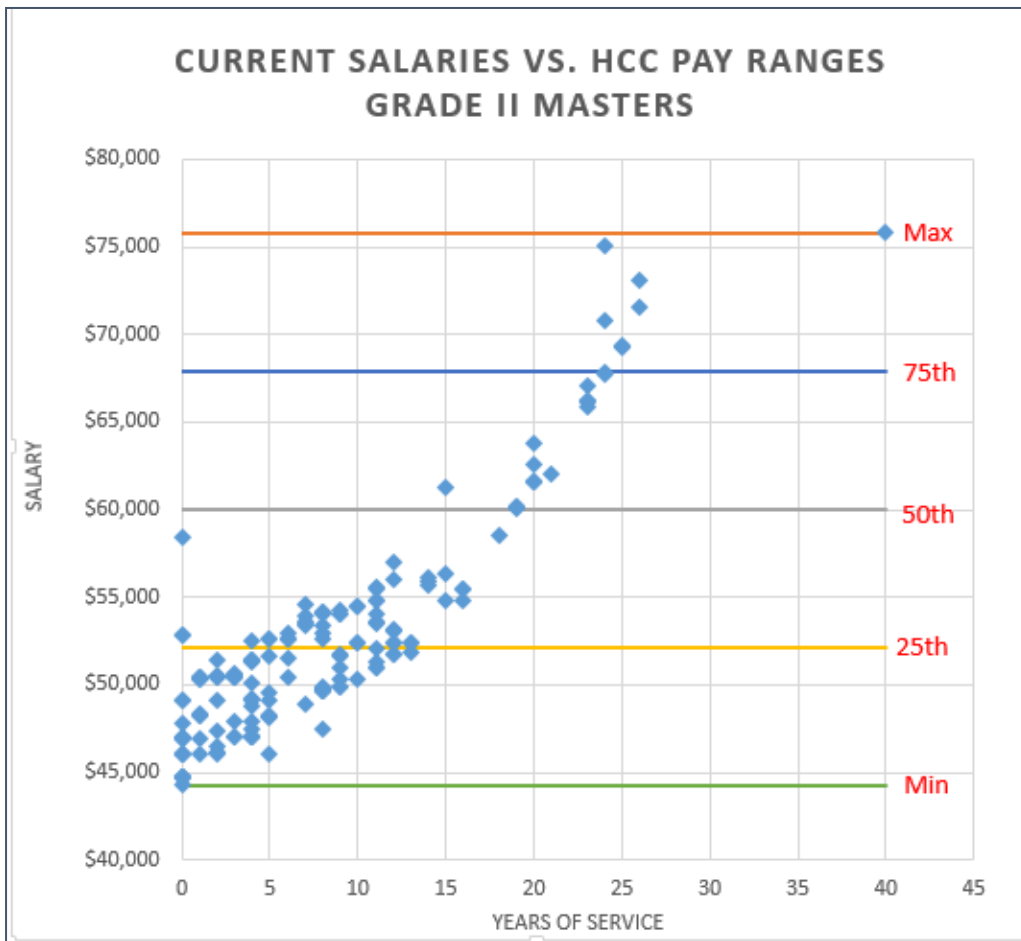


85% of the Grade I faculty salaries are below the 50th percentile of the pay range.

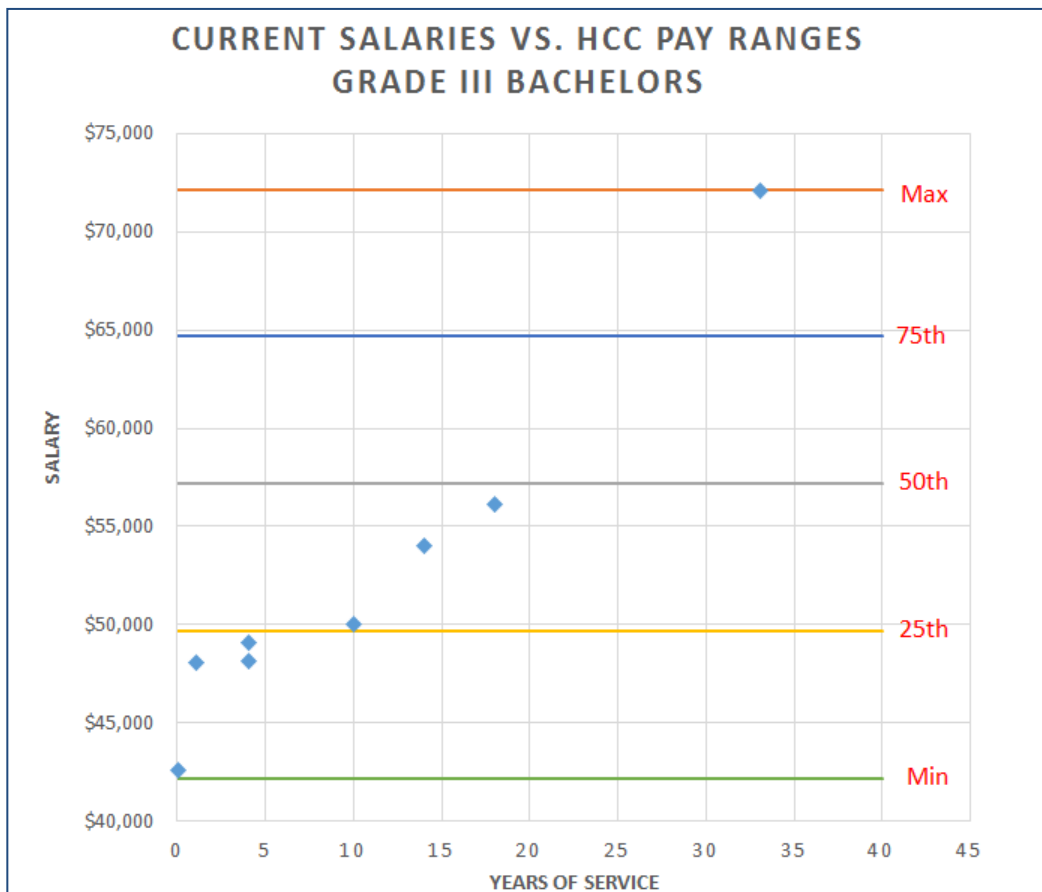
CURRENT SALARIES VS. HCC PAY RANGES GRADE II+: MASTERS + 30



87% of the Grade II+ faculty salaries are below the 50th percentile of the pay range.



85% of the Grade II faculty salaries are below the 50th percentile of the pay range.



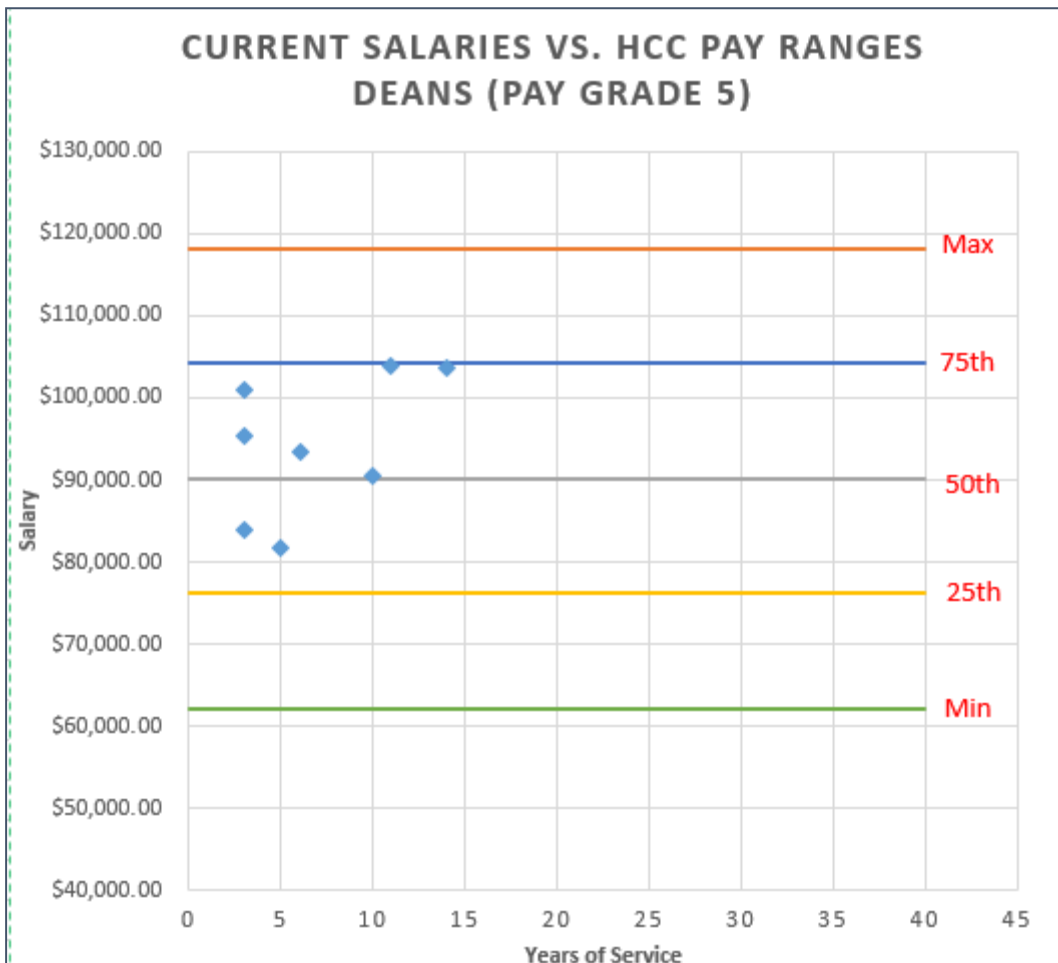
88% of the Grade III faculty salaries are below the 50th percentile of the pay range.

III d. Pay Ranges for Deans of Academics and Deans of Sciences

- Faculty overall are unable to attain even the 50th percentile of the pay range after 15-20 years of service.
- For comparison, the pay ranges, salaries, and years of service for the Deans of Academics and Deans of Sciences (all Pay Grade 5) are below.

Grade	Minimum	Maximum
5	\$62,112	\$118,207

- None of the dean’s salaries are in the bottom 25th percentile in their pay range.
- All have reached the 50th percentile in their pay range by 10 years of service.
- All are close to the 75th percentile in their pay range by 15 years of service.



85% of faculty salaries are below the 50th percentile of the pay range.

For comparison, 25% of the Dean salaries are below the 50th percentile of the pay range.

IV. Step Salary Proposal

To correct salary inequities and provide a long-term solution to compression, FUSA is proposing a STEP pay system. This will allow faculty to progress through the current pay ranges, eliminating past and future salary compression and inversion inequities. This revised salary system will make HCC faculty salaries competitive with those of other institutions in the Florida College System.

2015-2018 Salary Step System

	Grade III	Grade II	Grade II+	Grade I
Step 1 to Step 5	1-4: \$1405 5: \$702	1-4: \$1475 5: \$737	1-4: \$1550 5: \$775	1-4: \$1628 5: \$814
Step 1	\$42,200	\$44,310	\$46,526	\$48,852
Step 1A	\$43,605	\$45,785	\$48,075	\$50,480
Step 1B	\$45,009	\$47,260	\$49,625	\$52,108
Step 1C	\$46,414	\$48,735	\$51,175	\$53,737
Step 1D	\$47,819	\$50,210	\$52,724	\$55,365
Step 2	\$49,223	\$51,684	\$54,274	\$56,993
Step 2A	\$50,628	\$53,159	\$55,824	\$58,621
Step 2B	\$52,033	\$54,634	\$57,374	\$60,249
Step 2C	\$53,437	\$56,109	\$58,923	\$61,878
Step 2D	\$54,842	\$57,584	\$60,473	\$63,506
Step 3	\$56,247	\$59,059	\$62,023	\$65,134
Step 3A	\$57,651	\$60,534	\$63,573	\$66,762
Step 3B	\$59,056	\$62,009	\$65,122	\$68,391
Step 3C	\$60,460	\$63,483	\$66,672	\$70,019
Step 3D	\$61,865	\$64,958	\$68,222	\$71,647
Step 4	\$63,270	\$66,433	\$69,772	\$73,275
Step 4A	\$64,674	\$67,908	\$71,321	\$74,904
Step 4B	\$66,079	\$69,383	\$72,871	\$76,532
Step 4C	\$67,484	\$70,858	\$74,421	\$78,160
Step 4D	\$68,888	\$72,333	\$75,971	\$79,788
Step 5	\$69,591	\$73,070	\$76,746	\$80,603
Step 5A	\$70,293	\$73,808	\$77,520	\$81,417
Step 5B	\$70,995	\$74,545	\$78,295	\$82,231
Step 5C	\$71,698	\$75,283	\$79,070	\$83,045
Step 5D	\$72,400	\$76,020	\$79,845	\$83,859

Rank Supplement

Rank	One-time Supplement
Instructor	\$0
Assistant Professor	\$1,000
Associate Professor	\$2,000
Professor	\$3,000

Step Awards

Step 1: All newly hired faculty shall be placed in Step 1. A new faculty member (including full-time temporary, grant-funded faculty, and non grant-funded) may be paid above the minimum salary grade for prior experience as hereinafter provided. The prior experience must be relevant teaching, librarian or counselor experience. The amount of pay above minimum shall be approved by the Executive Director of Human Resources, as outlined in 14.1 C and D. A fulltime faculty member shall progress from Step 1 to Step 1D one level for each year of completed service to HCC.

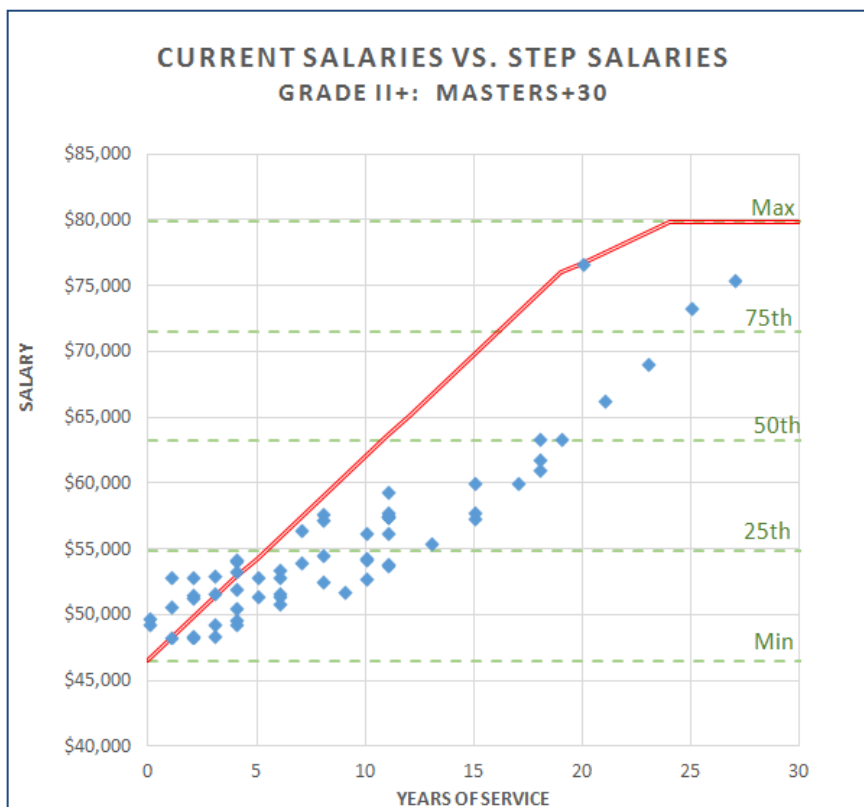
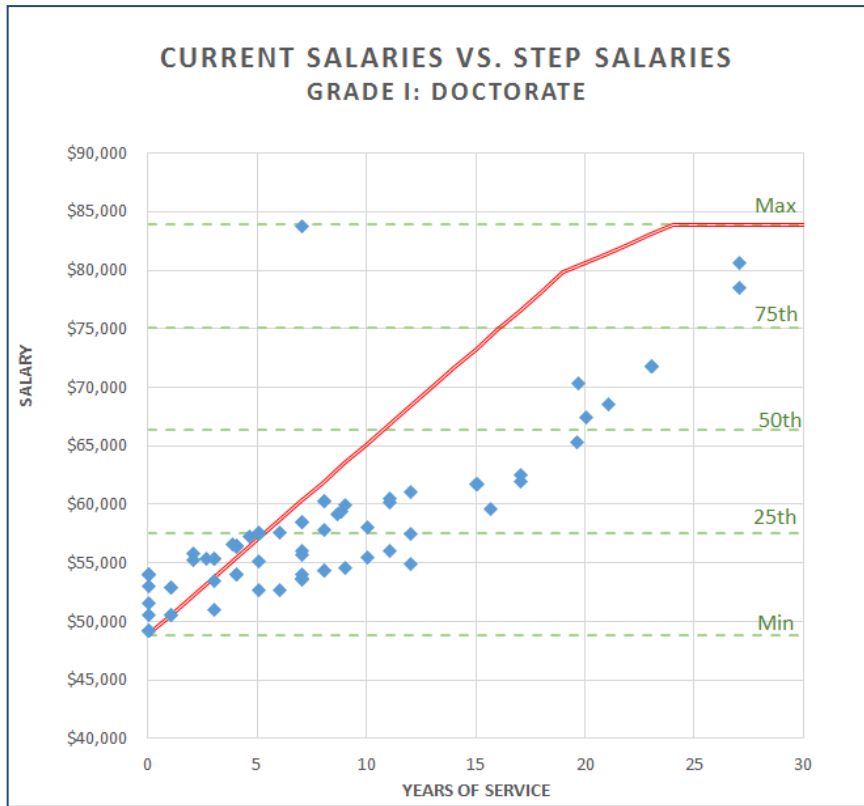
Step 2: A faculty member shall be awarded Step 2 after approval for tenure and a minimum of five (5) years of service to the college. A fulltime faculty member shall progress from Step 2 to Step 2D one level for each year of completed service to HCC.

Step 3: A faculty member shall be awarded Step 3 after the successful completion of post tenure review, advancement in rank to Assistant Professor or higher, and a minimum of ten (10) years of service to the college. A fulltime faculty member shall progress from step 3 to 3D one level for each year of completed service to HCC.

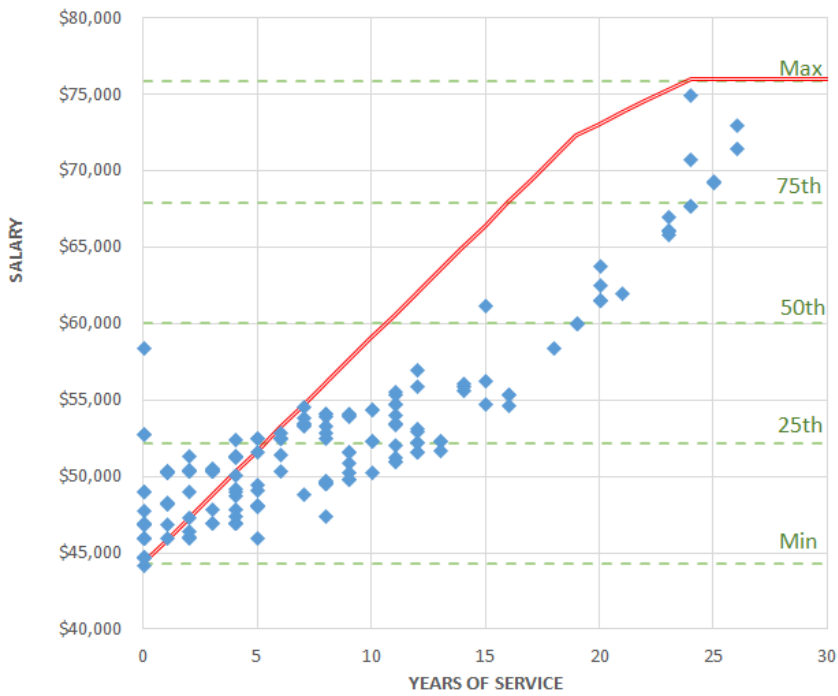
Step 4: A faculty member shall be awarded Step 4 after the successful completion of post tenure review, advancement in rank to Associate Professor or higher, and a minimum of fifteen (15) years of service to the college. A fulltime faculty member shall progress from step 4 to 4D for each year of completed service to HCC.

Step 5: A faculty member shall be awarded Step 5 after the successful completion of post tenure review, advancement in rank to Professor, and a minimum of twenty (20) years of service to the college. A fulltime faculty member shall progress from step 5 to 5D for each year of completed service to HCC.

The graphs show where the faculty would be placed and progress with the implementation of the proposed STEP system.



CURRENT SALARIES VS. STEP SALARIES GRADE II: MASTERS



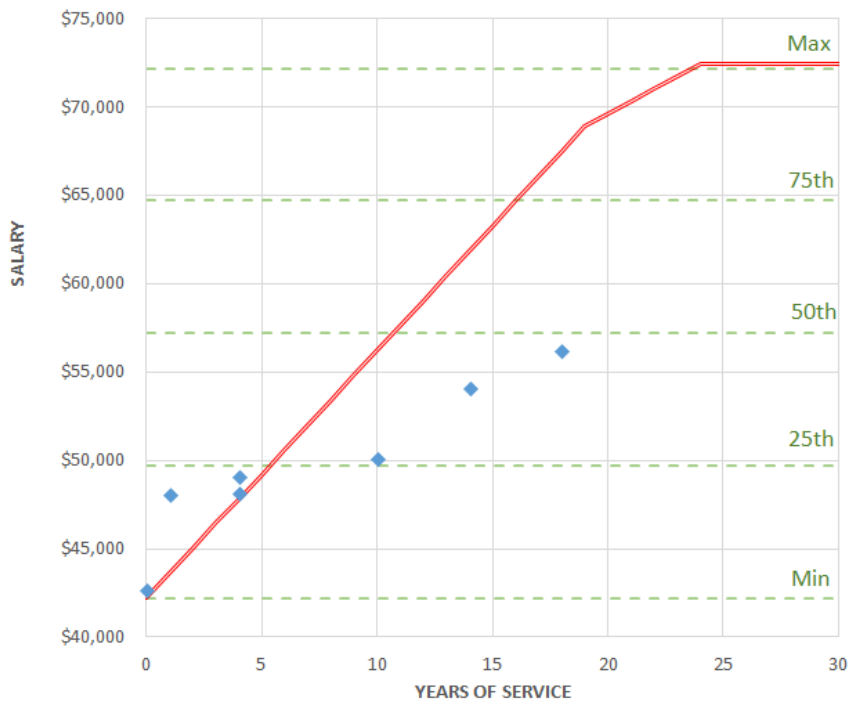
Legend:

Current Salary ◆

Step Salary —

Percentile - - -

CURRENT SALARIES VS. STEP SALARIES GRADE III: BACHELORS



V. Rationale

1. The implementation will equitably move faculty toward the 75% in the Florida College System.
2. Given the fact that HCC values diversity and inclusion, the implementation will enable HCC to attract a more diverse faculty.
3. The implementation will raise morale and simplify future contract negotiations by eliminating the continual need to revisit salary issues.
4. Faculty contributions to HCC's consistent high rankings in college performance and institutional effectiveness merit a salary increase.

The following examples demonstrate the desire of the faculty, in good faith, to construct and sustain a dynamic learning environment, community relationships, and positive working environment where their knowledge, skills, and abilities are valued and relied upon. These efforts are undertaken, without compensation because they enhance the learning experience of students, strengthen the college, and promote HCC.

- Faculty leadership in the implementation of SB 1720.
- Faculty leadership in attaining Digital Compliance (ADA).
- Faculty leadership in recruiting and advising.
- Faculty leadership in the development and execution of the QEP.
- Faculty leadership in the implementation of new programs.
- Faculty leadership in the expansion of Distance Education.
- Faculty leadership in community outreach and diversity initiatives.

V b. HCC Faculty Salary Percentile in Florida College System

With the implementation of the proposed STEP system, it is estimated that HCC faculty salaries would be in the 60th to 70th percentile in the Florida College System by 2017-2018.

Assuming a modest 3% increase in salaries from 2014-2016 in the other 27 colleges in the Florida College System, HCC would be ranked approximately at the 68th percentile in 2015-2016.

College	Avg. Salary 2013-2014	Estimated 3% change 2014-2016	Estimated Avg. Salary 2015-2016	Rank	Percentile
Indian River	\$73,012	3.00%	\$75,202	1	100
St. Petersburg	\$65,185	3.00%	\$67,141	2	93
Miami Dade	\$62,019	3.00%	\$63,880	3	89
Daytona	\$58,416	3.00%	\$60,168	4	86
Broward	\$58,296	3.00%	\$60,045	5	82
Florida Keys	\$57,064	3.00%	\$58,776	6	79
Edison	\$56,165	3.00%	\$57,850	7	75
Northwest Fla	\$56,070	3.00%	\$57,752	8	71
Hillsborough	\$50,900	STEP	\$56,933	9	68
Eastern Florida	\$55,057	3.00%	\$56,709	10	64
Palm Beach State	\$54,776	3.00%	\$56,419	11	61
Polk	\$54,624	3.00%	\$56,263	12	57
Pasco-Hernando	\$54,447	3.00%	\$56,080	13	54
Seminole State	\$54,417	3.00%	\$56,050	14	50
Valencia	\$53,135	3.00%	\$54,729	15	46
Fla SC at Jax	\$52,419	3.00%	\$53,992	16	43
State College FL	\$52,203	3.00%	\$53,769	17	39
Central Florida	\$52,141	3.00%	\$53,705	18	36
Tallahassee	\$51,702	3.00%	\$53,253	19	32
Santa Fe	\$51,656	3.00%	\$53,206	20	29
South Florida	\$50,355	3.00%	\$51,866	21	25
Florida Gateway	\$48,949	3.00%	\$50,417	22	21
Pensacola	\$47,907	3.00%	\$49,344	23	18
Gulf Coast	\$46,665	3.00%	\$48,065	24	14
Lake Sumter	\$46,582	3.00%	\$47,979	25	11
Chipola	\$45,892	3.00%	\$47,269	26	7
St. Johns River	\$45,740	3.00%	\$47,112	27	4
North Florida	\$44,923	3.00%	\$46,271	28	0

VI. Implementation Costs

The estimated costs to implement the Step proposal are below.

Two (2) scenarios are given:

Scenario A: Faculty salaries will be adjusted to the appropriate step salary in 2015-2016. Faculty salaries will follow the step schedule in 2016-2017 and 2017-2018.

Lump sums of up to \$700 will be given to faculty for any year where their raise is less than \$700.

Scenario B: Adjustments to the appropriate step salary will be phased in during 2015-2016 and 2016-2017. For 2015-2016, faculty will receive ½ of the raise associated with their 2015-2016 step salary. In 2016-2017, faculty will receive the remainder of the raise to attain their 2016-2017 step salary. Faculty salaries will follow the step schedule in 2017-2018.

Lump sums of up to \$700 will be given to faculty for any year where their raise is less than \$700.

The rank stipends will be paid in 2017-2018. The one-time rank cost estimates are based on current faculty ranks.

Scenario A: All Step raises in 2015-2016

	2015-2016	2016-2017	2017-2018	Total 2015-2018
Step raises	\$1,445,207	\$332,041	\$377,798	\$2,155,046
Lump sums	\$72,860	\$56,168	\$40,638	\$169,666
	\$0	\$0	\$290,000	\$290,000
Total increase	\$1,518,067	\$388,209	\$708,436	\$2,614,712
Percent budget increase	8.5%	2.0%	3.6%	14.1%

Scenario B: Step raises phased in during 2015-2016 and 2016-2017

	2015-2016	2016-2017	2017-2018	Total 2015-2018
Step raises	\$722,604	\$1,054,644	\$377,798	\$2,155,046
Lump sums	\$77,742	\$46,878	\$40,638	\$165,258
	\$0	\$0	\$290,000	\$290,000
Total increase	\$800,345	\$1,101,523	\$418,436	\$2,610,304
Percent budget increase	4.5%	5.9%	3.6%	14.0%

VII. Data Sources

1. Florida College System Fact Books

<http://www.fldoehub.org/cctcmis/c/pages/default.aspx>

“The principal purpose of the Report for the Florida College System is to provide timely, accurate, and comparative information about the Florida College System. Sometimes referred to as the “The Florida College Fact Book,” this report is intended for use by people who are interested in data relevant to education within the Florida College System.

The majority of the tables in the Fact Book are prepared by staff using the Florida College Management Information Systems’ databases. All statistical and financial data used to generate information in this publication originates at Florida’s 28 institutions within the Florida College System and are reported to the Florida Department of Education, Division of Accountability, Research and Measurement and the Division of Florida Colleges. This information is used to comply with state and federal reporting requirements.”

2. HCC Fact Books

Available from HCC Office of Institutional Research:

<http://www.hccfl.edu/gwsc/spa-ir-mis/ir.aspx>

3. HCC Full-time faculty salary data

Compiled salary data effective 12/05/2014 from the Datatel FUSA Report, written by Human Resources. The relevant fields used are below. The *columns were added to estimate years of service and to convert college year faculty on a 12 month contract to an equivalent 2 semester basic year contract salary.

Data Fields	
LFM_NAME	
STATUS	
HIRE_DATE	
FTR_DATE	
FTT_DATE	
*Years of service	Years of service using FTR hire year if available; else used FTT hire year.
SALARY	
*Basic Year Salary (2 sem. equivalent)	2 semester equivalent full-time salary (converted the 12 FT faculty on a college year contract to the 2 semester equivalent (Salary/231*160)
CONTR_TYPE	
GRADE	
DEGREE_LVL	
DEG_LVL_DESC	