

Report to the Faculty Senate

Feb 9, 2018

Nov 2017 PRELIMINARY GOALS set by the Compensation Committee

- **Survey market for Adjunct pay, and recommend appropriate % increase.**
- **Survey market for FT pay, and recommend appropriate % increase (new 3 yr. plan)**
- **Survey underlying FT pay scale issues: number of steps, and % increases between grades.**
- **Achieve true transparency--electronically accessible to both employees and the public:**
 - faculty salary scales (full-time, adjunct, hourly)
 - step and experience definitions
 - grade definitions
 - courses/degrees that are "germane" to grade placement--per discipline/program
 - stipend pay
 - workload document--including workload breakdown for all FT faculty groups, especially preparation hours.

What “market” does HCC use?

- **Full-time Salaries:**
Texas Urban Community Colleges (TUCC)
- **Adjunct Salaries:**
The 3 TUCC located in Houston:
Lone Star, San Jac, HCC
- **Past HR Consultants have defined:**
 - **Highly Competitive—within 5% of market**
 - **Competitive—within 10% of market**

OUR FINDINGS

- **Adjunct pay at market.**
- **FT Minimum & Maximum Entry pay near market**
- **FT MAXIMUM pay (step 29) well below market:
18% BA. . . . 22% MA. . . .24% DOC**
- **Transparency still lacking**

NEEDED in 2018-19

- **Move all FT faculty up 1 step, as customary**
- **Increase FT MAXIMUM PAY by:**
 - **Increasing steps from 29 to 37 steps**
 - **Redistribution (by experience years) of the 144 faculty currently trapped on step 29.**
- **Address Transparency in Salary/Workload**

ADJUNCT PAY

Adjunct Compensation Progress over the Last 4 Years

- **Lab hour pay has increased: 60% BA . . 49% MA. . . .45% DOC
Lecture hour pay increased: 20% BA . . 12% MA.9% DOC**
- **HCC adjunct pay now matches Lone Star & San Jac.
HCC considers the 3 TUCC Houston community colleges as
our adjunct “market.”**

HCC Adjunct Pay Matches Lone Star and San Jac

HCC considers the 3 Houston TUCC colleges as our adjunct “market”

TCCTA 2017-18 ADJUNCT SURVEY

*Note: at HCC, FT Overloads are **not** reported under the PT Adjuncts % provided to TCCTA.*

TCCTA: Compensation for part-time instructor teaching one 3-semester hour course in U. S. History (assuming instructor holds Master's Degree with no hours toward doctorate and is in the first year as a part-time faculty member)

College District	2016-17	2017-18	2017-18 Rank	Percent Increase over 2016-17	Additional Pay for Advanced Hours or Degrees	Additional Pay for Teaching Experience	Number of Full Time Faculty	Number of Part Time Faculty	Percent of Sections Taught by Part-Time Faculty
Austin	3,009	3,153	1	4.79%	Yes	Yes	587	1,138	45%
El Paso	2,723	2,805	2	3.01%	No	No	466	829	40%
Tarrant	2,492	2,558	5	2.65%	Yes	Yes	722	2,023	46%
Alamo	2,443	2,491	8	1.97%	Yes	No	787	1,677	45%
Dallas	2,324	2,324	9	—	No	No	867	2,447	35%
San Jacinto	1,824	2,016	16	10.53%	No	No	488	753	40%
HCC	2,010	2,010	17	—	No	No	843	1,636	45%
Lone Star	2,004	2,004	18	—	No	No	813	3,400	60%

ADJUNCT PAY -- 4 year History

HCC adjunct pay has greatly increased in the last 4 years.

Lab hour pay has increased 45% to 60%.

Lecture hour pay has increased 9% to 20%.

We are currently even with Lone Star and San Jac.

	2013-14 HCC paid by degree and lecture/lab		2014-15	2015-16	2016-17	2017-18	% salary increase in last 4 years		% salary increase in last 3 years	average YEARLY % increase over last 4 years
	lecture hrs	lab hrs					lecture hrs	lab hrs		
HCC	BA 1680 MA 1800 DOC 1851	BA 1260 MA 1350 DOC 1388	1910	1910	2010	2010	BA--20% MA--12% DOC--9%	BA--60% MA--49% DOC--45%	5.2%	MA/lecture 3%
LONE STAR	1860	1860	1908		2004	2004	7.7%		5.0%	1.94%
SAN JAC	1824	1536	1824/ 1536		1824	2016				
ALAMO					2443	2491				
AUSTIN					3009	3153				
DALLAS					2324	2324				
EL PASO					2723	2805				
TARRANT					2492	2558				
TUCC 7 AVERAGE					2403	2479				
TCCTA MEAN									1888	
TCCTA MEDIAN									1691	

FULL TIME PAY
DISTANCE FROM TUCC

DATA SOURCES

TCCTA SURVEY

- **The annual TCCTA Survey has colleges self-reporting salaries based on the following:**
 - **9 month salaries**
 - **Min and MAXIMUM salaries for BA, MA, DOC.**
 - **Salaries BEFORE any stipends, etc.**
- **Each year, we find errors in this information. This year was no exception.**

APPLES and ORANGES

TCCTA Average Salary

- **In 2017-18, HCC ranks #3 among the TUCC 8, for Average Salary.**
- **But keep in mind that this average represents faculty of all degree and experience levels at that college--combined.**
- **TCCTA then ranks those colleges without regard for their faculty bodies being more or less degreed/experienced.**
- **Results can be skewed and misleading: Apples and Oranges.**
- **While the TCCTA Average Salary is a useful snapshot, a Better Picture comes from separating groups.**

Our Data

APPLES and APPLES

- **We separated our analysis into BA, MA, DOC groups and used these benchmarks:**
 - **Minimum Entry**
 - **Maximum Entry**
 - **MAXIMUM**
- **We drew data from the 2017-18 TCCTA Survey for TUCC: Alamo, Austin, Dallas, El Paso, Lone Star, San Jacinto, and Tarrant.**
- **But we double checked that information against college websites, where most colleges post their salary scales.**

HERE'S WHAT WE FOUND

FT Compensation Progress over last 4 years

- **HCC Entry pay (minimum & maximum) now competitive with TUCC 7**
- **HCC Steps 1 through 28 now competitive**
- **HCC MAXIMUM pay lags behind**

2017-18

TUCC DATA BY COLLEGE

**We checked TCCTA data against data from college websites.
Only HCC and Alamo refuse to post any salary data on their websites.**

**Lone Star Maximum salaries and all Alamo data is from TCCTA, and reflects actual salaries.
Thus a lower “low” and higher “high” may be possible**

9 MONTH		HCC	ALAMO	AUSTIN	DALLAS BA = MA	EL PASO	LONE STAR	SAN JAC	TARRANT BA = MA	AVERAGE TUCC 7	% INCREASE NEEDED TO MATCH AVERAGE	AVERAGE TUCC TOP 4	INCREASE NEEDED TO MATCH AVERAGE TUCC TOP 4
		29 steps	RANGE	44 steps	RANGE	42 steps	RANGE	RANGE	RANGE				
BA	min entry	41,153	44,901	44,272	50,000	39,055	40,000	41,792	50,553	44,368	7.8%	47,432	15.3%
	max entry	46,344	50,401	51,571	57,500	42,275	45,947	44,300	55,177	49,596	7.0%	53,662	15.8%
	MAX	71,646	68,141	91,785	90,000	87,961	85,238	65,312	104,394	84,690	18.2%	93,535	30.6%
MA	min entry	44,358	47,354	48,713	50,000	41,436	45,000	42,483	50,553	46,506	4.8%	49,155	10.8%
	max entry	49,954	53,155	56,743	57,500	44,852	51,690	45,032	55,177	52,021	4.1%	55,644	11.4%
	MAX	77,228	96,384	100,990	90,000	93,321	107,049	68,597	104,394	94,391	22.2%	102,204	32.3%
DOC	min entry	49,852	54,861	54,008	59,000	47,653	50,000	50,105	55,691	53,045	6.4%	55,890	12.1%
	max entry	56,144	61,581	62,913	67,850	51,581	57,435	53,111	60,314	59,255	5.5%	63,165	12.5%
	MAX	86,794	109,217	111,970	118,000	107,325	109,978	80,992	112,614	107,157	23.5%	113,141	30.4%

DISTANCE FROM TUCC: WHERE WE WERE IN 2014-15

In 2014-15, BA salaries and all MAX salaries were farthest from TUCC.

2014-15 9 MONTH		HCC	% INCREASE NEEDED TO MATCH AVERAGE TUCC 7		% INCREASE NEEDED TO MATCH AVERAGE TUCC TOP 4	
			AVERAGE TUCC 7	AVERAGE TUCC 7	AVERAGE TUCC TOP 4	AVERAGE TUCC TOP 4
BA	min entry	34,472	41,612	21%	43,544	26%
	max entry	38,821	46,270	19%	48,094	24%
	MAX	57,687	79,924	39%	85,851	49%
MA	min entry	39,065	43,841	12%	45,307	16%
	max entry	43,993	49,096	12%	50,739	15%
	MAX	65,371	84,602	29%	90,490	38%
DOC	min entry	43,904	50,099	14%	51,309	17%
	max entry	49,444	55,775	13%	57,401	16%
	MAX	73,469	96,373	31%	102,787	40%

*At HCC, BA grade includes academic BA and workforce AA+12 and Certificate+36

*At HCC, MA grade includes academic MA, and workforce BA, A+48, C+72

DISTANCE FROM TUCC: WHERE WE ARE IN 2017-18

BA salaries are the most improved—since BA has moved from grade 1 to grade 3.
MAX salaries remain the most distant from the TUCC averages.

2017-18 9 MONTH		HCC	% INCREASE NEEDED TO MATCH AVERAGE TUCC 7		% INCREASE NEEDED TO MATCH AVERAGE TUCC TOP 4	
			AVERAGE TUCC 7	AVERAGE TUCC 7	AVERAGE TUCC TOP 4	AVERAGE TUCC TOP 4
BA	min entry	41,153	44,368	8%	47,432	15%
	max entry	46,344	49,596	7%	53,662	16%
	MAX	71,646	84,690	18%	93,535	31%
MA	min entry	44,358	46,506	5%	49,155	11%
	max entry	49,954	52,021	4%	55,644	11%
	MAX	77,228	94,391	22%	102,204	32%
DOC	min entry	49,852	53,045	6%	55,890	12%
	max entry	56,144	59,255	6%	63,165	13%
	MAX	86,794	107,157	23%	113,141	30%

*At HCC, BA grade includes academic BA and workforce AA+12 and Certificate+36

*At HCC, MA grade includes academic MA, and workforce BA, A+48, C+72

3 YEAR PROGRESS

HCC Salary as % below TUCC 7

MAX salaries remain the most distant from TUCC 7

		2014-15 27 steps	2017-18 29 steps
Minimum Entry	BA	21%	8%
	MA	12%	5%
	DOC	14%	6%
Maximum Entry	BA	19%	7%
	MA	12%	4%
	DOC	13%	6%
MAXIMUM	BA	39%	18%
	MA	29%	22%
	DOC	31%	24%

*At HCC, BA grade includes academic BA and workforce AA+12 and Certificate

*At HCC, MA grade includes academic MA, and workforce BA, A+48, C+72

% INCREASE NEEDED TO MATCH HCC TO 2017-18 TUCC 7

37 Steps Creates Greater Internal Equity

37 Steps Makes all Benchmarks Competitive with TUCC 7

		2014-15 27 steps	2017-18 29 steps	2018-19 37 steps
BA	Minimum Entry	21%	8%	8%
	Maximum Entry	19%	7%	7%
	MAXIMUM	39%	18%	1%
MA	Minimum Entry	12%	5%	5%
	Maximum Entry	12%	4%	4%
	MAXIMUM	29%	22%	4%
DOC	Minimum Entry	14%	6%	6%
	Maximum Entry	13%	6%	6%
	MAXIMUM	31%	24%	5%

HCC Salaries

27 vs 37 Steps

Compared to TUCC7 and TUCC4

9 MONTH		2017-18 HCC 29 steps	2018-19 HCC IF 37 steps	2017-18 AVERAGE TUCC 7	2017-18 AVERAGE TUCC TOP 4
BA	min entry	41,153		44,368	47,432
	max entry	46,344		49,596	53,662
	MAX	71,646	83,945	84,690	93,535
MA	min entry	44,358		46,506	49,155
	max entry	49,954		52,021	55,644
	MAX	77,228	90,485	94,391	102,204
DOC	min entry	49,852		53,045	55,890
	max entry	56,144		59,255	63,165
	MAX	86,794	101,693	107,157	113,141

FORECAST

- Lone Star and San Jac will eventually raise their adjunct pay, and HCC of necessity will keep pace.
- As fast as we approach the TUCC averages, they will retreat.
- TUCC 7 colleges will eventually give more across the board increases.
- TUCC 7 colleges will continue to increase their MAX pay
- At the rate of 1 MAX step added each year, HCC will never approach TUCC 7.

TUCC Salaries are Growing

3 Years of HCC Salary Increases compared to TUCC 7

HCC: 13.5% general increase; 2 steps added to MAX, BA moved from grade 1 to 3.

But the TUCC averages also grew, especially the MAX.

9 MONTH 2014/15 to 2017/18		HCC 3-YEAR SALARY GROWTH	TUCC 7 3-YEAR SALARY GROWTH	TUCC 7 1-YEAR AVERAGE GROWTH
BA	min entry	19%	7%	2%
	max entry	19%	7%	2%
	MAX	24%	6%	2%
MA	min entry	14%	6%	2%
	max entry	14%	6%	2%
	MAX	18%	12%	4%
DOC	min entry	14%	6%	2%
	max entry	14%	6%	2%
	MAX	18%	11%	4%

History of Faculty Steps

- In 07-08, faculty were placed on a new 27 step scale according to their experience.
- The new scale eradicated “compression” inequity—an inequity whereby faculty with less experience received the same or greater pay than more experienced faculty.
- In 07-08, there was 1 person on step 27, and 53 faculty on step 26. The Senate expected a new step to be added in 08-09 and thereafter, so compression didn’t reoccur and to keep pace with market.
- That did not happen. In the 10 years since creation, only 2 steps have been added—not the anticipated 10.
- Result: compression; lost wages, HCC inability to draw/keep faculty

Faculty on Maximum Step

- **1 out of 899 faculty on MAX STEP 27 in 2007-08.**
- **162 out of 866 faculty (19%) on MAX STEP 27 in 14-15.**
- **144 out of 909 faculty (16%) on MAX STEP 29 in 17-18**
- **Without attrition, we know that 254 faculty would be on our MAX step. But only 57% of them (144) remain.**

LOST SALARY—MA faculty

Due to HCC's Failure to Add a Yearly Step to the MAXIMUMS

If you were placed at Step 20 or higher in 07/08, you are among the losers. Within this group, TRS faculty have an added disadvantage as their retirement is based on their 3 BEST YEARS.

9 MONTH MA DEGREE	PROF A		PROF B		PROF C 5 yrs with no step increase		PROF D 8 yrs with no step increase	
	STEP	SALARY	STEP	SALARY	STEP	SALARY	STEP	SALARY
07-08	7	42,366	16	50,632	24	59,323	27	62,954
08-09	8		17		25		27	
09-10	9		18		26		27	
10-11	10		19		27		27	
11-12	11		20		27		27	
12-13	12		21		27		27	
13-14	13		22		27		27	
14-15	14		23		27		27	
15-16	15		24		27		27	
16-17	16		25		28		28	
17-18	17	60,893	26	72,773	29	77,228	29	77,228
% INCREASE 07/08 to 17/18	43.7%		43.7%		30.2%		22.7%	

PROF C IF HCC HAD ADDED 1 STEP EACH YEAR SINCE 2007/08		PROF D IF HCC HAD ADDED 1 STEP EACH YEAR SINCE 2007/08	
STEP	SALARY	PROF C LOST SALARY IN 1 YEAR	PROF D LOST SALARY IN 1 YEAR
24	59,323		27 62,954
25			28
26			29
27			30
28			31
29			32
30			33
31			34
32			35
33			36
34	85,247	\$8,019	37 90,465 \$13,237
43.7%		43.7%	

LOST SALARY--DOC faculty

Due to HCC's Failure to Add a Yearly Step to the MAXIMUMS

If you were placed at Step 20 or higher in 07/08, you are among the losers. Within this group, TRS faculty have an added disadvantage as their retirement is based on their 3 BEST YEARS.

For the 8 years after 07/08, HCC created no new steps, but gave a 2% bonus to those on the top step.

9 MONTH DOC DEGREE	PROF A		PROF B		PROF C 5 yrs with no step increase		PROF D 8 yrs with no step increase	
	STEP	SALARY	STEP	SALARY	STEP	SALARY	STEP	SALARY
07-08	7	47,615	16	56,905	24	66,673	27	70,754
08-09	8		17		25		27	
09-10	9		18		26		27	
10-11	10		19		27		27	
11-12	11		20		27		27	
12-13	12		21		27		27	
13-14	13		22		27		27	
14-15	14		23		27		27	
15-16	15		24		27		27	
16-17	16		25		28		28	
17-18	17	68,437	26	81,789	29	86,794	29	86,794
% INCREASE 07/08 to 17/18	43.7%		43.7%		30.2%		22.7%	

PROF C IF HCC HAD ADDED 1 STEP EACH YEAR SINCE 2007/08		PROF D IF HCC HAD ADDED 1 STEP EACH YEAR SINCE 2007/08	
STEP	SALARY	PROF C LOST SALARY IN 1 YEAR	PROF D LOST SALARY IN 1 YEAR
24	66,673		
25			
26			
27			
28			
29			
30			
31			
32			
33			
34	95,828	\$9,034	\$14,899

COST of 37 STEPS

- **We assume that HCC will create step 30 without prodding.**
- **By our estimates, creating steps 31-37, and placing 144 faculty appropriately, has a 9 month cost of about \$720K - \$800K.**
- **HR would be able to give a precise cost, knowing faculty's exact step in 07/08, their current step/grade, and who has left us.**
- **If we assume that the number of 9 month and 12 month faculty cancel each other, we can add 16.67% —for 10.5 months.**
- **TOTAL: \$840K - \$933K**

BENEFITS OF 37 STEPS

- **We reinstitute equity, and eliminate compression, in step plan.**
- **All benchmarks of faculty salaries (min entry, max entry, and MAXIMUM) will be competitive with their market--not just the HCC Average Salary benchmark.**
- **HCC Maximum salaries will be high enough to attract and retain faculty.**
- **While faculty on the current Step 29 will never regain what they have lost, their future salaries will be no further from market than other faculty groups.**
- **Soon-to-retire Faculty will be able to add the years of higher salary to their TRS Best 3 years.**

TRANSPARENCY

TRANSPARENCY

Still Incomplete after 4 years of Requests

Published Internally, BUT NOT Externally*

- Adjunct Pay Scales
- Full Time Pay Scales

NOT published Externally or Internally:

- Hourly Pay Scales
- Experience definitions used in step placement
- Germane degrees/credits for grade placement
- Breakdown of contact/prep hours for all

***Note: HCC's budget is recently, publically posted and has pay scales deeply embedded in it—but we need these “publically, and easily available,” especially for prospective candidates.**

SUMMARY

- **Adjunct pay at market.**
- **FT Minimum & Maximum Entry pay near market**
- **FT MAXIMUM pay (step 29) well below market:
18% BA. . . . 22% MA. . . .24% DOC**
- **Transparency still lacking**

NEEDED in 2018-19

- **Move all FT faculty up 1 step, as customary**
- **Increase FT MAXIMUM PAY by:**
 - **Increasing steps from 29 to 37 steps**
 - **Redistribution (by experience years) of the 144 faculty currently trapped on step 29.**
- **Address Transparency in Salary/Workload**