

**MEMORANDUM**

DATE: 8 November 2023

TO: Campus Budget Committee, Lori Seager and Dan Johnson, co-chairs

CC: FEC Budget & Planning Subcommittee, Marion Hourdequin, chair

FROM: Faculty Salary Subcommittee of the Compensation Committee, Jane McDougall (faculty co-chair), Ofer Ben-Amots, Paul Adlerstein, and Nate Bower

SUBJECT: Recommendations in Response to the Annual Charge of September 2023

**EXECUTIVE SUMMARY**

The Faculty Salary Committee recommends the following adjustments to the College's faculty compensation:

1. Across the board raise of 3.7% for cost of living, based on the post-facto annual, national Consumer Price Index for urban residents (CPI-U) as of September 2023. (Estimated cost =  $0.037 * \$26,131,361 = \$966,860$ ).
2. For all assistant, associate, full, and lecturer faculty, a 2% progression raise. These funds should already be in place in the faculty salary pool.
3. For all contingent faculty, in addition to the 3.7% Cost of Living (COL), we request an additional increase in their salaries of 10%, with the goal of bringing visiting professor salaries in line with those of our peers. (Estimated cost is approximately \$225,000)
4. Add as a health benefit, the infertility treatment insurance option outlined in the Staff Subcommittee recommendations, estimated to cost \$88,000 annually for a \$25,000 lifetime benefit.
5. Limit progression completely and augment annual salaries only by cost of living for teaching faculty earning more than two times the current entry level assistant professor salary ( $2 \times \$85,000 = \$170,000$ ). Do not limit progression or COL for teaching faculty earning less than this threshold of \$170,000.

**BACKGROUND**

The Compensation Committee is charged by the Faculty Handbook with responsibility for *“reviewing current and proposed allocation of the salary pool as well as all benefits, including*

*retirement programs for faculty and staff.”*<sup>1</sup> The Faculty Salary Committee (FSC), a subcommittee of the Compensation Committee, is given the added responsibility of providing a salary report to the faculty and a recommendation to the CBC every fall.

The faculty handbook asks us to use the annual report of the American Association of University Professors (AAUP) to evaluate the competitiveness of faculty compensation compared to peer institutions. Part Two of the CC Faculty Handbook, Part 2, Section X, states of the Compensation Committee: *“The Committee bases its report on compensation data from other colleges and universities, the current report of the Colorado College chapter of the American Association of University Professors, and conversation with the Budget and Planning Subcommittee of the Faculty Executive Committee.”*<sup>2</sup>

In developing our recommendation, we drew from multiple sources and requirements. We considered the AAUP data, and the latest available data for local cost of living parameters. We also have sought to keep in mind the Colorado College Faculty Salary Model and the Faculty Salary Pool. That report also addresses the charge given by the Campus Budget Committee of assuring *“that there are sufficient funds in the faculty salary pool to provide faculty compensation in alignment with the College’s goal of keeping average faculty salaries, by rank, above the peer average.”*<sup>3</sup> In addition, the Handbook mandates that the Committee base its report in part on *“the current report of the Colorado College chapter of the American Association of University Professors and conversation with the Budget and Planning Subcommittee of the Faculty Executive Committee.”*<sup>4</sup>

## **FACULTY SALARY POOL AND MODEL**

The faculty salary pool was adopted in the 1990s and distinguishes us from many of our peers. The faculty salary pool enhances faculty autonomy over the resources for faculty compensation. The main principle is that the faculty salary pool maintains an approximately fixed dollar value available for faculty salaries. When a faculty member retires at the end of their career (assumed to be on average 35 years, but of course up to the choice of the individual faculty member) their salary is available to the pool, after paying the salary of the entry level faculty member replacement. These additional funds are used to fund the progression of tenure-line faculty.

We wish to emphasize the importance of the faculty pool. It is a powerful instrument for protecting faculty compensation, especially in difficult times. We know that, in the early 2000s, several years passed in which the faculty salary pool was not maintained. When it was reconstructed in the late 2000s, it proved immensely beneficial for faculty. When the 2008 financial crisis hit, many higher education institutions instituted pay freezes, pushed for early retirements, and even fired faculty. Meanwhile, thanks to the CC faculty salary pool, progression continued, and faculty were protected from the worst effects of the financial crisis.

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<sup>1</sup> *Colorado College Faculty Handbook*, Part 2, Section X, June 2023: 56.

<sup>2</sup> *Colorado College Faculty Handbook*, 29.

<sup>3</sup> See Appendix 5 of this report.

<sup>4</sup> *Colorado College Faculty Handbook*, 29.

In practice, the pool requires some buffering, as faculty retirements are unpredictable. Some years (and even decades) will have more retirees than others. Note that the faculty salary pool does not fund cost of living increases; we ask administration to increase the size of the pool according to increases in the cost of living – increasing the salary pool by the “real” inflation rate keeps the salary pool at a constant value.

The faculty salary pool needs to be increased in response to rising costs of living and the changing faculty demographic profile. As noted elsewhere in this report, all manners of costs are increasing, especially in Colorado Springs. A similar addition each year is usually needed to correct for the on-going erosion of the pool due to using a lagging (post-facto) COL adjustment. For these reasons and based on an additional year of data about the cost of living in Colorado Springs, we urge future committees to consider recommendations for substantially increasing faculty pay.

### **DATA FROM THE AAUP**

The AAUP collects and publishes reliable data annually for 900 US institutions of higher learning. The AAUP reports average salaries, and benefits as a percentage of salaries. Colorado College uses a group of fifteen chosen peer institutions, chosen by the Board of Trustees, as points of comparison.

The data from the AAUP are essential for making our comparisons. However, some care must be taken with information when working outside the better-understood categories “Full Professor,” “Associate Professor” and “Assistant Professor.” The AAUP instructor category is appropriate when considering visiting professors at Colorado College. The AAUP instructor category includes the visiting professors, but by no means all of them. Most faculty who are on sabbatical (if paid) still have their salaries included in the survey. However, a visitor replacing that faculty member does NOT have their earnings counted. Visitors are therefore only “visible” in the data if they are hired to enrich the curriculum rather than as sabbatical replacements. Visitors replacing faculty on leave without pay do have their earnings counted under the category of instructor. That said, the instructor category (first graph in Appendix 2) is our best illustration of how visiting assistant professors are faring; the AAUP instructor (visiting professor at CC) average salary is just \$62,700, while the peer average is \$71,500 (for visitors at our peer institutions.)

In addition, misunderstandings may exist over the exclusion of outliers in AAUP data. The AAUP notes that “*extreme outliers are those whose base salary falls well outside the norm for a particular rank.*”<sup>5</sup> Per the AAUP’s guidance, we would not include such individuals. However, the Office of Institutional Research at Colorado College reports that no members of the full professor category at Colorado College were excluded from the data. Therefore, the mean full professor salary at Colorado College of \$147,700 is inflated compared to the median \$141,800 (salaries for full

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<sup>5</sup> “Frequently Asked Questions,” AAUP Faculty Compensation Survey, November 23, 2022, <https://research.aaup.org/faq#form2>.

professors are positively skewed); the latter number is “more typical” of a full professor salary at Colorado College.

## **COST OF LIVING**

The Cost-of-Living Index column [Appendix 3] shows that the cost of living in Colorado Springs is 10.77% higher than the average cost of living in the United States, and 13.3 % higher than the median cost of living for our peer group. To be competitive with our peers in recruitment and retention, CC must consider the local cost of living. Furthermore, due to explosive growth in Colorado Springs, the median housing price within a ten-mile radius of the college lies \$140,000 above the median housing prices of our peer cities/towns. Only Brunswick, ME (Bowdoin College) and Riverside, CA (Pitzer College) have a greater median home price.

## **CHALLENGES AND RECOMMENDATIONS**

In reviewing our recommendations for teaching faculty at Colorado College, we request that the value of the work and commitment to support the endeavor of providing our students with “*the finest liberal arts education in the country*” be considered. On the FSC, we are not privy to the costs of running the various arms of the college, and nor is it within our charge. Yet, we are aware that there may be some trends (as described in a report from AAUP president and Psychology Professor John Horner) resulting in larger amounts of the budget being diverted away from the teaching endeavor, relative to other colleges.<sup>6</sup> We ask that, in weighing the needs of the various arms of Colorado College, that the value of the teaching faculty be considered, and that the decisions made reflect this value as far as is possible within the constraints of the budget.

## **ALL FACULTY**

### A) Challenges

Faculty across the board greatly appreciate the significant salary increases that came in 2023-2024. However, cost of living – in particular cost of housing – in the urban setting of Colorado Springs continues to present a challenge. Among our peer group of institutions, only two sit in areas with higher housing costs. These pressures hit contingent faculty and assistant professors at the college particularly hard. However, rising costs are also a potential issue for tenured faculty who might have growing families. To keep up with increases in cost of living we recommend an across the board raise of 3.7%, which is the current Consumer Price Index (CPI-U) in the U.S. from September

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<sup>6</sup> [https://cctigers-my.sharepoint.com/personal/jmcdougall\\_coloradocollege\\_edu/\\_layouts/15/onedrive.aspx?id=%2Fpersonal%2Fjmcdougall%5Fcoloradocollege%5Fedu%2FDocuments%2FCompensation%20Committee%20Files%20shared%20by%20Jane%2FHorner%20report%20on%20Relative%20College%20Growth%5FFeb%202023%2Epdf&parent=%2Fpersonal%2Fjmcdougall%5Fcoloradocollege%5Fedu%2FDocuments%2FCompensation%20Committee%20Files%20shared%20by%20Jane&ga=1](https://cctigers-my.sharepoint.com/personal/jmcdougall_coloradocollege_edu/_layouts/15/onedrive.aspx?id=%2Fpersonal%2Fjmcdougall%5Fcoloradocollege%5Fedu%2FDocuments%2FCompensation%20Committee%20Files%20shared%20by%20Jane%2FHorner%20report%20on%20Relative%20College%20Growth%5FFeb%202023%2Epdf&parent=%2Fpersonal%2Fjmcdougall%5Fcoloradocollege%5Fedu%2FDocuments%2FCompensation%20Committee%20Files%20shared%20by%20Jane&ga=1).

2022 – September 2023.<sup>7</sup> The “real” inflation rate is slightly higher than the “lagging” CPI-U rate that we frequently use to measure CPI. Moreover, there are regional differences in the CPI in different locations, and we note that our region is likely to be experiencing an even higher CPI. The CPI for the Mountain Plains region was 3.8%, slightly above the (national) CPI-U. Many larger urban centers, including the greater Denver metropolitan area experience significantly higher inflation rates. The BLS records a separate CPI for 23 major metropolitan areas in the US, and the CPI for Denver-Lakewood-Aurora is 5.4%<sup>8</sup>

## B) Recommendations

1. Provide an across-the-board adjustment for inflation that at least matches the September 2022 – September 2023 CPI of 3.7% for all ranks.
2. Aid faculty in securing housing. We recommend that one of the Spring projects taken on by the committee will be to explore this issue more thoroughly, as described in Attachment 10 of the 2022-23 Compensation Committee end of year report. The possibility of land-banking by the College should be seriously explored.
3. We strongly support the recommendation originating with the Staff Salary Committee to include an infertility/fertility benefit in our health care package. At present, we back adding a plan with a \$25,000 lifetime maximum with an estimated cost of \$88,000 a year. We recommend that, upon implementation of this plan, its implementation be monitored to be prepared for future adjustments.

## **TENURE-LINE FACULTY**

### A) Challenges

The principal challenges for tenure-line faculty are those listed above affecting all faculty: rising costs of living, especially housing. Despite the welcome boosts in pay for many faculty and staff at Colorado College for 2023-24, salaries continue to lag current competitive levels.

The AAUP provides us with mean salaries for assistant professors, associate professors, and full professors at each of our fifteen peer institutions. This includes data showing disparities based on racialized and gender/sexual identity.<sup>9</sup> Examination of these numbers indicates that last year (before our welcomed increases) our average salary within each of these brackets was lagging those of our peers (see figures for 2022-23 in Appendix 1). However, this lag is similar for each bracket. This can be seen in Appendix 2, where the red curve shows average salaries for Colorado

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<sup>7</sup> This current as of October 12, 2023, based on data from the Bureau of Labor Statistics (BLS) of the U.S. Department of Labor. See “News Release: Consumer Price Index – September 2023,” Bureau of Labor Statistics, U.S. Department of Labor, October 12, 2023, <https://www.bls.gov/news.release/pdf/cpi.pdf>.

<sup>8</sup> “Consumer Price Index, Denver-Aurora-Lakewood Area – September 2023,” U.S. Bureau of Labor Statistics, October 12, 2023, [https://www.bls.gov/regions/mountain-plains/news-release/consumerpriceindex\\_denver.htm](https://www.bls.gov/regions/mountain-plains/news-release/consumerpriceindex_denver.htm).

<sup>9</sup> *The Annual Report of the Economic Status of the Profession, 2020-21*, (Washington, D.C.: American Association of University Professors, July 2021), 8; 31-32.

College. For assistant professors, associate professors and full professors, we do not see any of these groups as particularly lagging any other at Colorado College.

We do note that in a few cases, certain faculty do earn substantially higher than most of their peers. A decade ago, there was little difference in the salaries of new entry-level assistant professors and visiting assistant professors, according to members of the Dean of the Faculty's Office at that time. That has changed in recent years. At a time when the College is focused on equity, we believe this issue also needs to be addressed.

#### B) Recommendations

1. We advocate for continuance and safeguarding of the faculty salary pool. In recent years, the Dean of the Faculty has analyzed faculty salaries to assess their alignment with the faculty salary model. We recommend, based on conversations with the Dean of the Faculty, AAUP, and the FEC, that a regular analysis of salaries be conducted by an external auditor or other appropriate means, and that the results of the analysis be shared annually with the faculty.
2. We urge the creation of an ongoing process to ensure that salary distribution is equitable by gender and race at Colorado College. We also recommend that the College introduces a process by which a review of faculty salary data, through an appropriate, confidential third party can give assurance that the faculty salary model works as intended.
3. We recommend a 3.7% COL adjustment for each group of tenure-line faculty as well as contingent faculty.
4. Limit progression completely and augment annual salaries only by cost of living for teaching faculty earning more than two times the current entry level assistant professor salary ( $2 \times \$85,000 = \$170,000$ ). Teaching faculty earning more than this should receive cost of living adjustments, but not progression. We do not recommend a cap for full professors whose salary is less than two times the incoming associate professor salary.

### **CONTINGENT FACULTY**

#### A) Challenges

Contingent faculty include adjunct faculty, Riley Scholars-in Residence, Block Visitors, Full-Time Visiting Faculty, and Lecturers. We will note here that this terminology is not used uniformly across peer institutions or by the AAUP. Whatever terminology we use, it is certain that contingent faculty play crucial roles at Colorado College.<sup>10</sup>

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<sup>10</sup> For more information on the ways Colorado College distinguishes among categories of contingent faculty, see the *Colorado College Faculty Handbook*, Part IX, Sections A-F, (June 2023), 25-28, <https://www.coloradocollege.edu/offices/humanresources/handbooks/facultyhandbook.pdf>.

Colorado College has many commendable policies relating to contingent faculty. Most classes are taught by tenure-line professors. In the past year, salaries rose significantly for contingent faculty. Yet, even with this excellent progress, this committee is concerned that contingent faculty's remuneration still falls well short of our peers.

Contingent faculty receive an average pay of \$58,000-\$65,000 for year-long Visitors, \$5,050 to \$7,650 for block visitors, and an average of \$69,600 for lecturers.<sup>11</sup> We note that in 2022-23 the mean instructor salary<sup>12</sup> at Colorado College was \$62,700 while for the corresponding category at our peer institutions, the median of peer means was \$71,500 and the mean of peer means was \$71,400. This is borne out by the \$64,512 mean salary for all twenty-one visiting professors and \$62,000 for the median, as supplied by Colorado College Human Resources. This difference is also apparent in the first graph of Appendix 2.

We have attempted to determine the salary of an incoming visiting assistant professor. Median salaries of visiting faculty over the past five years were shared with the FSC. While there is a range of salaries for visitors, the median salary of \$64,500 for fulltime yearlong visiting faculty at Colorado College is likely to be representative of a visiting assistant professor salary.

#### **Median Salary for Visiting Professors at Colorado College, 2019 - 2024**

<b>2019-20</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>	<b>2023-24</b>
\$63,000	\$63,300	\$62,000	\$61,200	\$62,000	\$64,500

As noted above, the median salary of a visiting professor (\$64,500) is far below the entry level assistant professor salary of \$85,000 in 2022-23, although the 2022-23 figure is a marked improvement from previous years. It is true that visiting assistant professors have fewer obligations to students outside the classroom and no committee assignments. However, unlike most tenure-line faculty, they must teach six "stand-up" courses. The fact that they earn roughly 76% of the salary of a new assistant professor, and that they are paid relatively less than their counterparts at peer institutions (instructor category) makes it clear to us that their level of compensation should be significantly raised.

Both on the FSC and in our meeting with the larger faculty body, we have found overwhelming support for substantially raising the pay of contingent faculty. Thus, we have given a strong recommendation for a significant increase in their salaries as soon as possible. Informal reports suggest that about a decade ago, visiting professors earned just a few thousand dollars less than

<sup>11</sup> "Employee Compensation," Colorado College, <https://www.coloradocollege.edu/offices/humanresources/employee-compensation/index.html>. See also Appendix 1.

<sup>12</sup> For visiting professors, there are some intricacies to interpreting mean salary data accurately at peer institutions. The AAUP Instructor Category includes full time Visiting Professors (all ranks). However, only a subset of the visiting professors are included. If they meet the condition of NOT replacing a full-time faculty member who is on paid leave or paid sabbatical. A visiting professor who is "counted" could be replacing a faculty member on unpaid leave, or teaching (fulltime) to enrich the curriculum.



their tenure-line counterparts. A one time raise of 10% over and above our COL recommendation will achieve the goal of compensating our teaching faculty at or above the average of our peers,

Another worthwhile goal would be to compensate our visitors so that they receive at least 90% of the salary of their tenure-line counterparts. In this, we seek a return to a reality that existed a little over a decade ago. As seen in Appendix 7, in AY2010-11, the difference between salaries for visiting assistant professors and new tenure-line faculty was less than \$3,000. Indeed the 10 visiting faculty that year were paid on average \$56,550, which is 95% of the salary (\$59,319) of new tenure-line assistant professors that year. We note that the current gap is much greater.

The AAUP data indicates that, for our participating peer colleges (only Bates, Colgate, Holy Cross, Davidson, Kenyon, Lafayette, and Pitzer report their per-course pay range), the average pay for a single course is \$7,800 with a mean of \$7,700. At Colorado College, faculty at the assistant professor level with a Ph.D. are paid \$5,650.<sup>13</sup> Moreover, we note that in AY2010-11 [Appendix 7] that the entry level compensation for a block visitor with a recent Ph.D. was \$4,330. That amount corresponds to \$6,026.35 in today's dollars. A revision upwards of our current \$5,650 paid to these block visitors in 2023-24 would bring their compensation to \$6,215 in 2023 dollars. This would be a little above the corresponding compensation in 2010, but not unreasonably so, and would also bring us closer to those of our peers that report their per-course pay ranges.

A related challenge stems from recent changes to block visitor compensation. In 2023-24 departments were asked to contribute to the cost of paying a differential cost for a faculty member who is beyond the rank of assistant professor. The College currently funds visitors at the Assistant Professor level of \$5,650 and asks departments to pay the difference in the salary for block visitors with a higher rank. For example, the rate for a full professor for one block is \$7,250, and the difference of \$1,600 is paid by the department.

The effects of this new policy are yet to be seen. This may lead departments to hire more junior level faculty, which we view as a positive. Simultaneously, it may push departments to look for less experienced faculty when veteran teachers (such as retired CC professors) are often available. We are wary of this policy opening a door towards increased use of underpaid, temporary faculty. To conclude, we note that CC's chapter of the AAUP also strongly supports these recommendations, as can be seen in their letter to the FSC [Appendix 6].

A few years ago, the College of the Holy Cross, one of our peers, was featured in *The Chronicle of Higher Education* in an article titled "Must Visiting Assistant Professorships Be Career Purgatory?"<sup>14</sup> Key elements of their approach included ensuring that "Visitors have the same access to financial support for conference travel and scholarly studies that tenure-track professors are given, and they are invited to regular faculty-development workshops." These seem to be approaches that we are

<sup>13</sup> "Employee Compensation," <https://www.coloradocollege.edu/offices/humanresources/employee-compensation/index.html>.

<sup>14</sup> Teghan Simonton, "Must Visiting Assistant Professorships Be Career Purgatory?," *The Chronicle of Higher Education*, September 30, 2018, <https://www.chronicle.com/article/must-visiting-assistant-professorships-be-career-purgatory/>.



also following at CC, and if our pay could just be increased to match our peers, we could pride ourselves on supporting this segment of our teaching faculty in a manner as adequate as reasonable and possible.

### B) Recommendations

1. We recommend that all contingent faculty receive an additional 10% adjustment for the 2024-2025 fiscal year in addition to a COL increase (3.7%, based on the CPI-U). The funds to support visitors at this level would need to come from the visitor pool, rather than the faculty salary pool. We recommend that such increases continue until our contingent faculty are paid at or above the average of similar faculty at our peer institutions. It is difficult to determine the exact cost of increasing the salaries by 10% over and above the COL request we have made for contingent faculty. We do not have evidence that visitors at the associate level or full level are underpaid. However, under the assumption that all ranks are lagging by multiple thousands of dollars per year, we make the following calculation: The 2023 mean salary for a visitor is \$65,965. Increasing this by 13.7% would raise this average to \$75,002, requiring an extra \$9,037 per visitor. If 25 visitors are employed next year, this would be an increase of \$225,930. (Calculation obtained from  $\$65,965 \times 0.137 \times 25 \text{ Visitors} = \$225,930$ ). The new salary of \$75,002 would likely bring us in line with our peers, even if not quite to the level of 90% of new assistant professors (90% of \$85,000 = \$76,500). The mean salary of visiting professors for our peers (in the AAUP instructor category) in 2022 – 23 was \$71,500, but we assume that they have already increased their visitors' salaries in 2023-4. While increasing the level of compensation for visiting professors, we advise that care be taken so that lecturers, whose average salaries are currently comparable to those of our peers, are not individually paid less than any visitor who has been at the college for a similar number of years.
2. We recommend that all contingent faculty be integrated into a system with a transparent salary model tied to the faculty salary pool.
3. We are particularly concerned about the treatment of block visitors. We are wary of (relatively) more stable contingent positions being converted to block visitors. In addition to a pay increase of 10%, we urge the administration to work towards ensuring that block visitors who need them, have access to benefits – whether through Colorado College or the provision of information and other resources to find other sources of affordable care.
4. To ensure greater voice for contingent faculty, we recommend that a non-tenure-line faculty member be appointed to the FSC each year. If no such person is interested and available, we recommend that one person on the FSC, at the beginning of the term, be designated a liaison/advocate for contingent faculty. In either scenario, either (1) the contingent faculty member and one tenure-line person or (2) the designated tenure-line person would do the following:

- a. Conduct an anonymous, electronic survey of all contingent faculty to obtain information about their conditions and recommendations for changes.
- b. Organize and host at least one formal, confidential sit-down with contingent faculty. At this meeting, the FSC representative should inquire as to compensation and benefit issues.
- c. If the designated FSC member is not a member of the AAUP, they be required to communicate with the leadership of the AAUP about contingent faculty issues.
- d. For block visitors we recommend checking in with department chairs at the end of the year to discuss any potential difficulties or strain on department budgets that might arise from this compensation sourcing with a cost differential to departments for more experienced block visitors.

## **RETIRED FACULTY**

### A) Challenges

Retired faculty have experienced some erosion of benefits in some areas, most notably in access to campus events. This is due, in part, to parking restrictions, but also to announcement distribution lists that limit the audience to current staff, faculty, and students, even when there is no cost to the college when retirees are welcomed.

### B) Recommendations

1. We call for a reevaluation and possible revisions of Retirement Incentives to assess their effectiveness in retaining experienced faculty and staff. An increase in life expectancies, a lengthening of time spent obtaining terminal degrees, and a delay in the age of mandatory withdrawal have increased expected retirement ages. We believe any revisions might be best handled after consulting with outside professionals.
2. While we welcome recent clarifications about certain benefits, we also call for continued review of retirement benefits and access to campus activities provided to retirees.
3. Increase parking access through “free” after hours parking, through low-cost, hourly parking passes, and by reassigning paid, long-term parking (such as student car parking) to more remote sites such as Weber Street, leaving more access that is closer to buildings that host events that retirees and the community attend (e.g., Tutt Library, Packard, the gym, Corner Stone Arts, etc.)

## SPRING PROJECTS

### A. Medical and Retirement Benefits

The AAUP data shows that, with respect to medical and retirement benefits, we seem to be close to our peer institutions. As a percentage of faculty salaries that was spent on medical and retirement benefits, our medical expenditures were slightly above our peers while retirement was slightly below our peers [see Appendix 4]. An evaluation of some of these benefits could fall under spring projects for the committee. We have already started discussing retirement incentives. Other potential spring projects are listed below. We have listed them with some attention to the order in which they might be considered.

### A. Medical and Retirement Benefits

1. Family Leave Policies:
  - a. Review the existing family leave policies.
  - b. Research industry best practices and legal requirements related to family leave.
  - c. Propose revisions or enhancements to the current family leave policies, ensuring inclusivity and support for all types of families.
2. Medical, inclusive of retirees
  - a. Fertility treatments and health insurance changes. How might we best add this benefit while keeping costs manageable?
  - b. A more inclusive interpretation of dependents.
  - c. Evaluate the existing medical (CIGNA) and dental insurance (DELTA) plans for faculty and staff. Research potential alternative providers for better coverage options and cost-efficiency.
  - d. Explore new initiatives including emotional / wellness / preventative options.
3. Retirees at Colorado College
  - a. Re-evaluation of Retirement Incentives:
    - i. Assess the effectiveness of current retirement incentives in retaining experienced faculty/staff. (Re-evaluate current SSS)
    - ii. Propose revisions to retirement incentives, if necessary, to align with organizational goals and employee needs.
  - b. Continued Benefits for Retirees and Access to Campus Activities:
    - i. Consider healthcare coverage, pension plans, and other post-retirement support systems.
  - c. Assess the availability and inclusivity of campus activities for retirees
    - i. Identify opportunities for retirees to engage in campus events, lectures, and cultural activities.
    - ii. Encourage the active involvement of retirees in the college community.
4. Retirement Plans
  - a. Planning Services

### Other Benefits

5. Use of Tuition Benefits:
  - a. Analyze the use data of the existing tuition benefits program, with a view to enhancement for both staff and faculty. Does this provide value, and is it of more value to either staff or faculty?
  - b. Assess the impact of tuition benefits on employee retention and job satisfaction.
  - c. Explore options for expanding or modifying the tuition benefits program to better meet the needs of faculty and staff.
  
6. The Children's Center – cost / benefit analysis
  
7. Transportation options (“free” downtown bus, scooters, electric vehicles), and charging stations for electric vehicles – cost / benefit analysis and evaluate sufficiency and usability of charging stations for the campus community
  
8. Parking – Is it sufficient, cost effective, equitable in its accessibility, and welcoming for visitors and the community

### **Data for Spring Projects**

To proceed with the various items above, **a survey may be conducted** in the spring, to gather feedback from CC faculty and help determine which are the most important. For topics related to medical services, the survey could address:

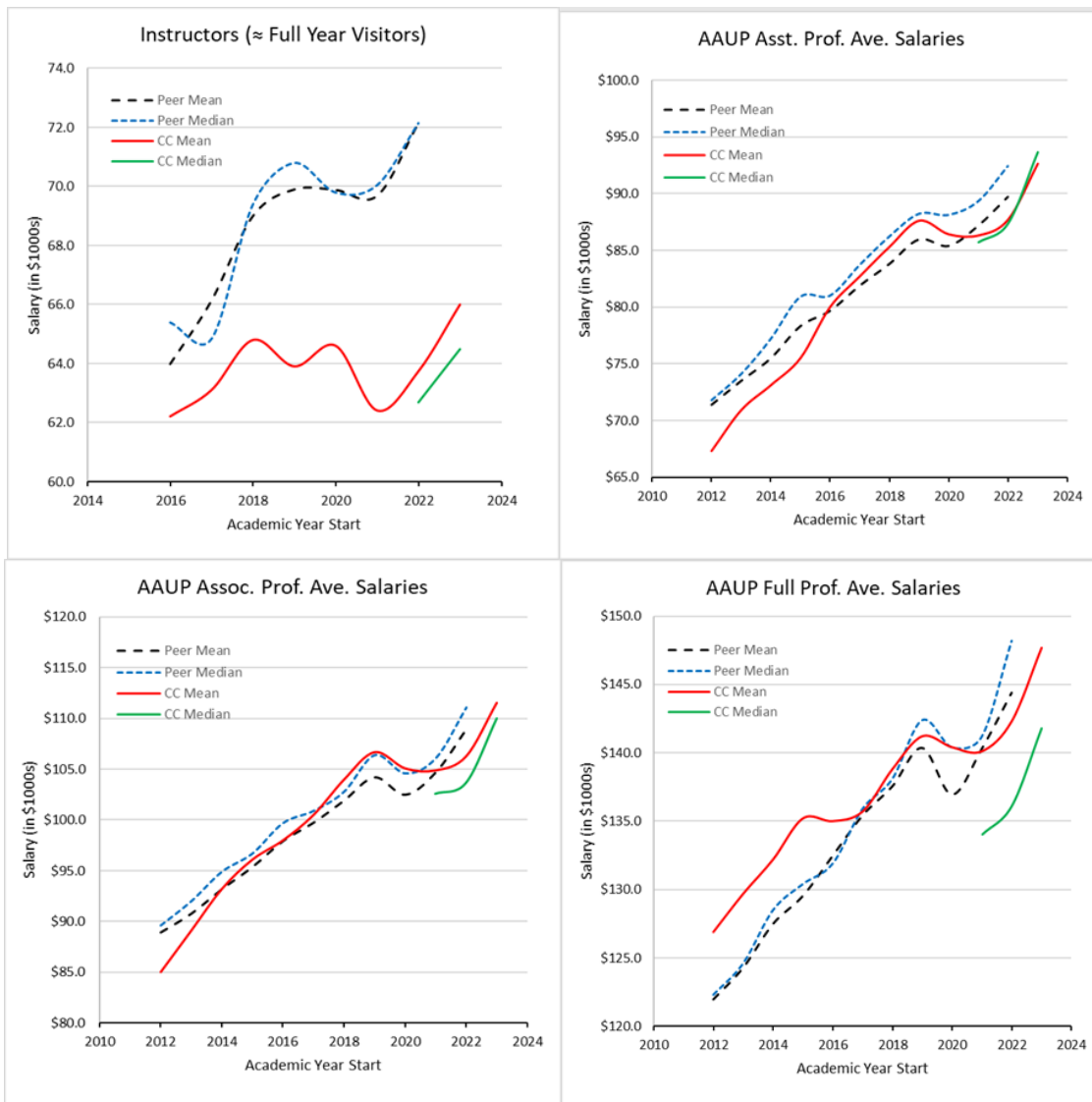
- Level of satisfaction with coverage for Health, dental (DELTA), eye (EyeMed)
  
- Introduction of access to, and support by the college for, fertility treatment. Gathering anonymous data on this topic seems an essential step.
  
- Cigna allows for chiropractic treatment. What other traditional or non strictly evidence-based western medicine modalities are desired?
  
- What sorts of preventative medicine might be favored?
  
- Questions on Tuition Remission might be asked to determine if the benefit is working well in its current form.

**Appendix 1: Peer Group Comparisons, 2022 – 23 Average and/or mean salary data by rank**

Peer Group of Colleges and Universities		See approved list at: <a href="https://www.coloradocollege.edu/offices/ipe/peer-institutions.html">https://www.coloradocollege.edu/offices/ipe/peer-institutions.html</a>									
AAUP Corrected Averages, Reported Summer 2023 at:		<a href="https://www.aaup.org/2022-23-faculty-compensation-survey-results">https://www.aaup.org/2022-23-faculty-compensation-survey-results</a>									
Compensation for Full-Time Faculty, by Institution for 2022-2023		(Note: all salary \$ values are divided by 1000.)									
	Lewiston	Brunswick	Northfield	Waterville	Hamilton	Worcester	Davidson	Clinton	Gambier		
Location (State):	ME	ME	MN	ME	NY	MA	NC	NY	OH		
Private Institutions:	Bates	Bowdoin	Carleton	Colby	Colgate U	C Holy Cross	Davidson	Hamilton	Kenyon		
PI=Independent; PR=Religious	PI	PI	PI	PI	PI	PR	PI	PI	PI		
Full (PR)	140.3	158.9	148.5	155.8	159.4	143.6	147.5	151.2	109.9		
Assoc. (AO)	111.1	124.5	114.6	115.1	114.1	109.8	105.7	113.1	91.7		
Asst. (AI)	91.4	98.3	92.7	93.8	98.5	94.2	85.9	94.9	72.4		
Instr. (IN = Adj. & Ins.) [&Visitors?]	71.3	74.6		75.4	75.6	67.9	58.5	72.6	67.5		
Lecturer (LE) [= Others]	95.1	92.6	81.3		70.8		66.2				
No Rank (NR)							65				
All Ranks (AR)	108.3	124.5	125	113.2	112.9	108.5	109.2	113.4	91.4		
Retirement (% of Salary)	11.2	12.9	9.9	9	16.1	10.5	9.7	10.5	9.7		
Medical (% of Salary)	12.4	10	8.7	14.1	7.5	13.1	9	7.4	12		
Total People	165	197	220	224	345	293	213	198	181		
% Tenured (T = Full & Assoc.)	69.1	62.9	65.5	48.7	52.8	61.4	58.7	51	62.4		
% Tenure-Track (TT = Asst.)	6.7	22.8	20.9	32.6	21.7	15.4	19.2	29.3	22.1		
% Non-tenured (NTT)	24.2	14.2	13.6	18.8	25.5	23.2	22.1	19.7	15.5		
	Easton	Saint Paul	Middlebury	Claremont	Middleton	Walla Walla	Reported	Reported	AAUP	This year's	Projected
Location (State):	PA	MN	VT	CA	CT	WA	2022-23	2022-23	2022-23	(2023-24)	(2024-25)
Private Institutions:	Lafayette	Macalester	Middlebury	Pitzer	Wesleyan	Whitman	Average	Median	Colo Coll	Average	CC Ave.s
PI=Independent; PR=Religious	PR	PR	PI	PI	PI-U	PI			PI	Oct 1, '23	2% Progr.
Full (PR)	148.6	130.9	148.2	139.2	162.2	122	144.4	148.2	142.3	147.7	156.9
Assoc. (AO)	108	96.1	111.5	109.6	114	95.5	109.0	111.1	106.3	111.6	117.1
Asst. (AI)	87.5	82.9	98.6	79.7	92.4	82.6	89.7	92.4	87.7	92.6	97.9
Instr. [IN includes some Visitors]	75.7	66.8	87.6	65.2	71.7	69.2	71.4	71.5	62.7	66.0	75.0
Lecturer (LE) [= Others]			89	77.1		73.4	80.7	79.2	69.6	79.8	84.3
No Rank (NR)			76.6		103.3		81.6	76.6			
All Ranks (AR)	111.8	101.7	121.4	108.1	119	94.9	110.9	111.8	108.7	110.1	84.1
Retirement (% of Salary)	9.5	10	12.8	12.9	10.1	10.6	11.0	10.5	9.9	9.9	9.9
Medical (% of Salary)	9.4	10.2	12.8	12.4	13.1	8.5	10.7	10.2	11.3	11.3	11.3
Total People	247	195	297	94	424	162	230.3	213.0	202	233	233
% Tenured (T = Full & Assoc.)	61.5	62.6	63.6	52.1	47.4	64.2	58.9	61.5	65.3	57.9	57.9
% Tenure-Track (TT = Asst.)	27.5	17.4	23.6	17	18.6	10.5	20.4	20.9	26.7	24.9	24.9
% Non-tenured (NTT)	10.9	20	12.8	30.9	34	25.3	20.7	20.0	7.9	17.2	18.5

\*Projected average salaries (in green) for 2024-25 assuming a 3.7% CPI-U and 2% progression. Total of the salaries with this projection is \$27,411, 095, a 4.9% increase over the \$26,131,361 for this year’s budget (2023-24). (This projection does not include Block Visitor increases, as they are assumed not to be in the faculty salary pool.)

**Appendix 2: Salary trends by rank, 2012 – 22, for CC and Peer Institutions**



**Notes:** (1) Instructors are a group of non-tenure-line faculty who, at Colorado College, are underpaid compared to our peer institutions. Because these are full-year hires from the national marketplace, the same comparisons should apply. CC has done good work in 2023 with raising salaries in the tenure-line and lecturer categories to approximate our peers’ salaries, but Instructors need to also be increased to peer levels (i.e., from \$66,000 to ca. \$72,000, or ca. a 10% increase:  $n = 25 * \$6000 = \$150,000$  with about half of this, or \$75,000 in the faculty salary pool, the rest in the Dean’s contingency fund). We estimate another \$150,000 in the Dean’s fund might make Block Visitors’ salaries “peer competitive”. (2) Differences between the means and medians show a positive skewing of salaries in general, but this is most egregious in the Full Professor category. Capping those salaries that are above 2X the starting salary or 2X the mean Assistant salary (i.e., \$170,000 or ca. \$186,000) will, over time, reduce skewing as a “steady state” of professors in each category are achieved. That capping is not a real cost saver, but it will help morale. However, capping at the median hurts morale, as the median is NOT at 2X the starting salary, and it pushes professors towards delaying their retirement into their mid-70s and beyond.

**Appendix 3: Cost of Housing Comparison Chart**

School	State	City	COL Index National Average = 100	[Alternate residence w/in ~10 mi.]	Median House Price (w/in 10 mi) in	Glasmeier Index	County (or city)
Bates	ME	Lewiston	90.8		\$246.50	\$ 15.75	Androscoggin Cnty
Bowdoin	ME	Brunswick	112.5		\$443.00	\$ 18.35	Cumberland County
Carleton	MN	Northfield	94		\$324.80	\$ 16.09	Rice County
Colby	ME	Waterville	88.6		\$193.20	\$ 15.57	Kennebec County
Colgate U	NY	Hamilton	84.7		\$263.40	\$ 15.78	Madison County
C Holy Cross	MA	Worcester	111.5		\$365.40	\$ 17.96	Worcester (city)
Davidson	NC	Davidson	102.5	[Charlotte]	\$381.80	\$ 14.92	Davidson County
Hamilton	NY	Clinton	85.7	[Utica]	\$161.80	\$ 15.65	Oneida County
Kenyon	OH	Gambier	81.5	[Mt Vernon]	\$198.50	\$ 15.22	Knox County
Lafayette	PA	Easton	97		\$300.50	\$ 16.76	Northhampton Cnty
Macalester	MN	St. Paul	102.3		\$268.20	\$ 17.69	Minn - St Paul (city)
Middlebury	VT	Middlebury	100.4		\$366.40	\$ 16.27	Addison County
Pitzer	CA	Claremont	131.2	[Riverside]	\$590.70	\$ 21.22	Los Angeles County
Wesleyan-CT	CT	Middletown	114.4		\$281.30	\$ 17.13	Middlesex County
Whitman	WA	Walla-Walla	93.2		\$374.60	\$ 16.44	Walla Walla
	<b>Average</b>		<b>99.35</b>		<b>\$317.34</b>	<b>\$ 16.72</b>	
	<b>Median</b>		<b>97</b>		<b>\$300.50</b>	<b>\$ 16.36</b>	
<b>CC</b>	<b>CO</b>	<b>Col. Springs</b>	<b>110.3</b>		<b>\$440.50</b>	<b>\$ 17.48</b>	<b>Colorado Springs</b>

<https://www.bestplaces.net/find/>

<https://www.bestplaces.net/docs/datasource.aspx>

**Appendix 4: Medical and Retirement Benefit Comparison Chart (for 2022-23)**

<b>Fringe Benefits at CC compared with Peer Institutions</b>	
Percentage of Salary going to Faculty Retirement Benefits at Peer Group Institutions	11.0%
Percentage of Salary spent on Faculty Retirement Benefits at Colorado College	9.9%
Percentage of Salary going to Faculty Medical Benefits at Peer Group Institutions	10.7%
Percentage of Salary spent on Faculty Medical Benefits at Colorado College	11.3%



## **Appendix 5: Compensation Committee Fall Charge Delivered in September 2023**

From the Faculty Handbook –

“The Compensation Committee is responsible for reviewing current and proposed allocation of the salary pool as well as all benefits, including retirement programs for faculty and staff. . . This committee reports to the Budget Committee.”

“Each fall the Faculty Salary Committee (the faculty members on the Compensation Committee) issues a salary report to the faculty and the administration. The Committee bases its report on compensation data from other colleges and universities, the current report of the Colorado College chapter of the American Association of University Professors, and conversation with the Budget and Planning Subcommittee of the Faculty Executive Committee. The administration takes the Salary Committee’s data and recommendations into consideration each year in preparing the College budget.”

So, the CBC’s charge to the Compensation Committee this year is–

1. Recommit to our institutional definitions of living wage and its use for the staff compensation model. Gather context on local and regional inflationary factors, peer comparison data (as relevant) and other information related to faculty and staff compensation. Discuss the strategic implications of the College’s salary, wages and benefits (Total Compensation) in the context of the market in which we operate. For faculty, this market includes peer institutions and private higher education, and for staff, this may be the local, regional or national job market.
2. Propose specific compensation pool increases for Faculty & Staff:
  - Assure that there are sufficient funds in the faculty salary pool to provide faculty compensation in alignment with the College’s goal of keeping average faculty salaries, by rank, above the peer average; and
  - Assure that your recommended allocation of funds maintains a living wage and a competitive Staff salary structure.

Please send us your recommendations by Wednesday of the third week of Block 3 (November 8) so that we can build them into budget recommendations due to the President in early December.

This work may factor into your recommendations, *or it may continue into the Spring*:

1. Review benefits for how well they meet community needs and preferences. If any modifications are recommended, consider total costs that may need to be included as a budget request, along with the relative value of any increased benefits commitments against potential compensation increases.
2. Suggest how the faculty salary model might be made more financially sustainable, including early retirement options.
3. Keep the report short enough to be readable and usable.

**Appendix 6: AAUP Letter to the Compensation Committee**

To: Compensation Committee  
From: AAUP Executive Committee  
Date: November 3, 2023  
Re: AAUP Compensation Recommendations

AAUP Executive Committee is once again honored to submit a recommendation on faculty salaries for the upcoming year. Jane McDougall and Paul Adelstein are also members of the local AAUP chapter, so we believe the faculty subcommittee of the Compensation Committee well represents the AAUP's position on tenure-track salaries. We appreciate that this year faculty with this "dual membership" were chosen by the FEC to review compensation matters.

However, the AAUP Executive Committee would like to lodge a few points relevant to faculty compensation that go beyond an overall analysis of salaries.

First and foremost, it is evident from the data that non-tenure track faculty are significantly below the pay for their tenure track colleagues at Colorado College. We encourage the Compensation Committee to rectify this situation. First, we believe that equitable pay should be given for equal work. Even one-year visiting faculty are doing the same basic job as their first-year, tenure- colleagues, and so should be paid accordingly. As these visitors are routinely hired from the national and not the local market, their compensation should reflect the same market as the tenure-line faculty. Also, if contingent faculty are paid lower salaries than regular tenure- faculty, it provides an economic incentive for the college to use them when tenure-track staffing does not meet instructional needs. Making this pay equitable for contingent faculty will thus strengthen the tenure system at the college.

Additionally, several salary questions that AAUP and others would like to ask about might be better answered if we had better access to our salary data. We note that the faculty still do not have access to their own data on salaries at the level of disaggregation—that is, on the level of individuals. Management only reports group averages at best. Without disaggregated data, the faculty cannot be sure of the effects by gender, race, seniority, contingent status, or division; we only know what we are told or can determine via public means. We cannot even determine if the salary model, as we understand it, still holds. In the past, a member of the faculty was given access to such data and so could look at these effects and give a definitive representation of their overall contribution to faculty salaries.

Furthermore, the use of mean values to express a rank's central tendency may no longer be appropriate for aggregating our salary data. An average or median should theoretically work for Assistant and Associate levels because those ranks have well delineated boundaries in terms of years of service—or at least, used to. However, because there is no theoretical limit to service in the Full rank, outliers in years of service will "pull" the average up and thus that measure of central tendency will potentially overestimate compensation for faculty of that rank — potentially exacerbating the underpayment in the Full rank. Also, because we do not

normally have access to median salaries by rank at other institutions, the median alone is not useful for comparison purposes and does not make up for our lack of disaggregated data, overall. Finally, because several faculty have forgone promotion reviews during the pandemic, this skewing effect may now also be taking place in Assistant and Associate ranks. Again, without disaggregated data, we cannot be sure of the extent of this skewing effect.

Last year, in our letter to the Compensation Committee, we made similar points and last spring the AAUP membership unanimously supported a motion to request disaggregation data from management. For now, the AAUP has left this issue to be negotiated between the FEC, Compensation and the Dean as those three entities see fit, but it remains an area of concern for the local chapter because it represents an important point of transparency in budget negotiations between management and faculty, and the faculty's ability to monitor equity in the current system.

### **Appendix 7: Faculty salary brackets for AY 2010-11<sup>15</sup>**

#### **Tenure-line Faculty**

	Bottom	Top
Instructor	\$53,870	\$59,309
Assistant Professor	\$59,319	\$71,399
Associate Professor	\$71,409	\$86,115
Full Professor	\$86,125	\$139,706

#### **Block Visitor Salaries**

	Bottom	Top
Visiting Instructor	\$3910	\$4220
Visiting Assistant Professor	\$4330	\$4930
Visiting Associate Professor	\$5040	\$5610
Visiting Professor	\$5720	\$6260
Emeritii	\$6260	

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<sup>15</sup> We thank Professor Susan Ashley for providing anonymized visiting professor salary data and for providing the salary brackets from AY 2010 - 11