C O L O R A D O   C O L L E G E

M E M O R A N D U M

TO: Faculty Executive Committee
Campus Budget Committee
Dean of the Faculty
Colorado College AAUP Chapter
Colorado College Faculty

FROM: College Compensation Committee
Dennis McEnnerney and Thecla Shubert, Co-Chairs

DATE: 11 August 2023

SUBJECT: Compensation Committee Final Report, 2022-23

This memorandum reports on the work of the 2022-23 Compensation Committee.

Structure of the Committee

The Faculty Handbook (June 2022 revision) outlines the structure and primary responsibilities of the Compensation Committee. As explained in the excerpt below from the Handbook, the Committee consists of a mix of faculty and staff members, as well non-voting ex-officio administrators:

> *The Compensation Committee consists of three full-time faculty members, one from each of the professorial ranks; one retired faculty member; three exempt staff; and three non-exempt staff. The Director of Human Resources is an ex-officio, non-voting member of the Committee. This committee reports to the Budget Committee* (pp. 56-57).

In fact, the Committee's membership this year diverged from that outlined in the Faculty Handbook. The FEC was unable to appoint a full professor, so we had two associate professors. The staff component of the Committee was complete, however:

Faculty
Dennis McEnnerney, Associate Professor of Philosophy (chair)
Nate Bower, Emeritus Professor of Chemistry
Phoebe Lostroh, Associate Professor of Molecular Biology
Guanyi Yang, Assistant Professor of Economics and Business

Staff

Jen Bjurstrom, Assistant Director, Student Employment & Communications
Cathy Buckley, Director, Campus Safety & Emergency Management
AlicaRose Martinez, Assistant Director, College Access Programs
Chad Shonewill, Assistant Director, ITS: Solutions Center
Thecla Shubert, Academic Administrative Assistant, History (who served as co-chair)
Mandy Sulfrain, Lead Academic Assistant, Geology

The Handbook calls for only one ex-officio member. However, since Ryan Simmons, the Vice President of People and Workplace Culture (revised title for the Director of Human Resources), was new to the College and the compensation process, two long-time Human Resources officers joined Ryan on the Committee:

Ryan Simmons, Vice President of People and Workplace Culture
Laurie Mozello, Associate Vice President of People and Workplace Culture
Barbara Wilson, Associate Vice President of Administrative Services

The Committee also included two additional ex-officio members, the co-chairs of the Campus Budget Committee. Though not called for in the Handbook, it made sense to keep close contact between the Campus Budget and Compensation committees:

Lori Seager, Associate Vice President for Finance
Mike Tabor, Professor of Education

Presumably future iterations of the Committee will not require more than one Human Resources staff member in attendance. It does seem important to keep lines of communication with the Campus Budget Committee open, so it might make sense to rewrite the Handbook slightly to include representation from the Campus Budget Committee. As noted below, there is also reason to have a similar representation from the FEC Budget & Planning Committee – and, indeed, in 2023-24 the FEC plans to send a representative to Compensation Committee meetings.

That said, the size of the Committee makes meetings a challenge. Also, our experience in 2022-23 shows that it is *also* important – especially for our voting staff members – that some meetings be held without representatives from Human Resources and the higher administration present. While tenure allows the more senior faculty members to speak frankly about controversial matters, at points staff members may sometimes feel constrained to speak freely.

Responsibilities of the Committee

The Compensation Committee is responsible for reviewing all salary and benefits programs at the College and then making recommendations about how to manage and implement those programs, particularly in the coming academic year:

> *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* (pp. 56-57).

Each fall, the Committee's work is focused almost exclusively on preparing recommendations for adjustments to salaries for faculty and staff. The calendar for the budget process requires this intense focus in the fall because the whole process of review, analysis, and consultation must result in a final recommendation to the Campus Budget Committee no later than the third week of block 3.

Because the faculty and the staff are structured very differently, the Committee allocates the fall salary review and analysis process to two subcommittees, as mandated by the Faculty Handbook:

> *During the fall, the three full-time faculty members of the Compensation Committee serve as the Faculty Salary Committee… The six staff members of the Compensation Committee serve as the Staff Salary Committee* (pp. 56-57).

For the faculty, the process of review and analysis follows a clear pattern:

> *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* (pp. 27-28).

To be specific, the Faculty Salary Committee draws on the long-established Faculty Salary Model, which involves the following principles and procedures:

- Equal pay scales across all disciplines.
- A step system ("progression") based primarily on years of successful service, with the aim of doubling the salary of incoming assistant professor without teaching experience over the course of a 41-year career, after adjustments for inflation.
- Adjustments to salaries by rank (instructor, assistant, associate, full, as well as lecturer and senior lecturer) based upon a comparison with a group of liberal arts institutions, with the aim of maintaining the mean salary for each CC rank at or just above the mean salaries of the comparison group as a whole.
- Adjustments designed to offset national, regional, and local inflation. Depending on circumstances, these adjustments may be across-the-board modifications or be given differently to different ranks.

As the Faculty Salary Committee works through the relevant data and begins developing its fall recommendations, it consults with the FEC Budget & Planning Subcommittee and the CC AAUP chapter, as well as with representatives on the Campus Budget Committee. In recent years, there has been some confusion about this process, prompted, we suspect, by a misreading of the Handbook's mandate. Members of the Campus Budget Committee seem to have been under the impression that because one part of the Handbook says that the Compensation Committee "reports to the Budget Committee" (p. 57), discussions about salary analysis and recommendations were to be limited to the two committees and be confidential. Recent reports from the Compensation and Budget committees seem to have omitted the section of the Handbook mandating that the Compensation Committee work with the local AAUP chapter, consult with the FEC Budget & Planning Subcommittee, and report to the faculty (pp. 27-28).

Indeed, another section of the Handbook clearly states that the Compensation reports to and consults with the FEC Budget and Planning Subcommittee and makes a public presentation to the faculty:

> *The Committee on Compensation and its Faculty Salary Subcommittee submit reports to the Budget and Planning Subcommittee for review and comment prior to presenting them to the faculty* (p. 50).

Clearly, it is important for the Compensation Committee to be in regular discussions with *both* the FEC Budget & Planning Subcommittee and the Campus Budget Committee, but the Committee *also* must, as mandated by the Handbook, report to the faculty as a whole:

> *After consulting with the Budget Committee, the Faculty Salary Committee submits its report to the faculty for approval* (pp. 56-57).

It is partly in order to clarify the relationship between the FEC and the Compensation Committee that the FEC plans to assign a member of the FEC Budget & Planning Subcommittee to attend Compensation Committee meetings in an ex-officio capacity in 2023-24.

We should also note that, prior to finalizing our faculty salary recommendations this year, the Faculty Salary Committee did hold a public meeting open to all faculty to discuss our analysis of faculty salary data and our draft recommendations and to solicit feedback from the faculty. *We believe it is absolutely essential that such open discussions continue in future years.*

The work of the staff subcommittee, the Staff Salary Committee, is not as scripted as that of the Faculty Salary Committee. The Handbook says only:

> *After consulting with Human Resources and Staff Council, the Staff Salary Committee may submit a report to the Compensation Committee* (pp. 56-57).

In practice, staff salary recommendations grow out of a mix of principles and procedures:

- Pay scales based on bands that aim to compensate staff members in a manner appropriate to their skills, education, and experience and to their market standing in relation to comparable types of positions.
- Listening sessions in which staff members holding differing positions within the College document their economic challenges and aspirations.
- Adjustments designed to offset national, regional, and local inflation. Depending on circumstances, these adjustments may be across-the-board modifications or be given differently to different ranks.

For both faculty and staff, in addition, the Compensation Committee may consider how specific economic challenges (such as high costs of real estate or transportation) may affect the wellbeing of staff members or undermine the competitive position of the College when recruiting on the relevant national, regional, or local markets.

After completing its fall salary recommendations, the Compensation Committee then turns to review and analyze non-salary benefits, which includes a variety of forms of compensation, such as:

- Health, dental, and vision benefits;
- Retirement plans;
- Family, health, and other forms of leave;
- Faculty sabbatical benefits; and
- Tuition remission and childcare benefits, among other benefits.

The Committee also may discuss the possibility of adding new benefits to employee compensation packages. Given the wide variety of benefits involved, the Committee typically focuses its reviews only on some benefits in any given year.

2022-23 Accomplishments, Challenges, and Recommendations

Early Meetings and Goals.

The Committee's first meetings focused on clarifying its relations with the Campus Budget Committee, the FEC Budget and Planning Subcommittee, and the faculty as a whole in order to address the lack of clarity about those relationships in recent years. After reviewing all of the Faculty Handbook's provisions related to the Committee, we established that our work should be shared with the FEC, the Staff Council, and the faculty and staff as a whole in a transparent manner.

In addition, given that much of the Committee's work would be devolved onto two subcommittees of faculty and staff respectively, the Committee chose to appoint a staff member elected by the staff subcommittee to act as co-chair of the whole committee. The staff elected Thecla Shubert to serve as Committee co-chair. *The 2022-23 Compensation Committee recommends that, in future years, a staff member be elected to serve as co-chair and that, next time the Faculty Handbook is revised, the provisions concerning the Compensation Committee be rewritten to require the election of a co-chair from among the staff members.*

Prior to receiving the CBC charge, the Committee developed a set of problems to investigate and goals to pursue in the fall.

For the whole Committee:

- Obtain and develop improved, relevant cost-of-living data.
- Investigate how to implement the parental leave portion of the new state-mandated medical leave program.

For the faculty subcommittee:

- Gather the data required to develop the 2022-23 iteration of the Faculty Salary Model and make rough projections for future years.

- Determine how best to report out to the FEC and faculty as a whole.
- Investigate and address the needs of contingent faculty members.
- Investigate and update early retirement programs.

For the staff subcommittee:

- Follow up 2021-22 shift differential proposal.
- Develop recommendations for flat-amount, rather than percentage, wage increases.

While most of these matters were addressed, three challenges remain that we recommend future committees investigate:

- *Implementation of parental and medical leave policies – especially for faculty members working on block plan schedules – remain to be determined, in part because of a lack of clarity on what Colorado law requires.*
- *Modeling how the Faculty Salary Model will work over the coming years remains to be done. Among other things, demographic data on the age structure and projected retirement dates for the faculty as a whole should be collected and analyzed.*
- *Investigating and updating the College's early retirement programs still needs to be done.*

Campus Budget Meeting Charge and Related Work

The Committee received the CBC's charge (attachment 1) toward the end of the third week of block 1. In brief, the Committee was charged with gathering relevant data on market and inflationary forces affecting the faculty and staff and recommending adjustments to their compensation such that the faculty salary pool is sufficient to keep faculty salaries competitive with our peers and that the staff salary pool maintains a staff salary structure able to support a living wage and be competitive in the relevant markets.

Staff Salary Committee's Work on the Charge. The staff subcommittee (Staff Salary Committee – SSC) focused its work on four areas (see attachment 2 for their complete annual report):

- Determining what constitutes a living wage.
- How best to distribute wage increases.
- How to implement shift differential pay.
- How to implement state requirements for parental leave.

In response to the CBC charge, the SSC developed a 21-page report (see attachment 3) that, in summary, presented these findings and recommendations:

- Make some significant salary increases, since overall inflation for the Colorado Springs area amounted to more than 9% in 2021-22.
- Adopt the Glasmeier model for living wages using a metric of two adults and one child per household.
- Give all employees making less than $19.27 per hour a raise up to that metric for a living wage amount.

- Give a flat dollar raise of $3,575 for all employees making less than $100,000/year.
- Implement increases in pay for hourly employees working swing (+$0.50/hour) and midnight (+$1/hour) shifts.
- Increase parental leave to 12 weeks, with four additional weeks added when medically necessary; remove the requirement that leaves be continuous; remove gendered language from leave policies; and give all employees family and medical leave benefits after Proposition 118 comes into effect on 1 January 2024.

In response to these recommendations, the College:

- Adopted the Glasmeier metric, but only for a household with a single adult.
- Rejected the flat dollar raise recommendation, but adopted an acceleration within bands model that aids lower-paid staff somewhat.
- Accepted in principle the shift differential wage proposal, with details to be worked out.
- Paid the employee portion of the tax required to support the state's upcoming family leave benefit and adopted many of the proposed changes to the College's family leave policies.

The Faculty Salary Committee's Work on the Charge. The faculty subcommittee (Faculty Salary Committee – FSC) focused its work on several areas:

- Developing transparent practices, including meeting with the FEC and the faculty as a whole to discuss our data and our draft recommendations.
- Collecting data on inflationary pressures, including ones that are stronger in the Colorado Springs area (such as housing and transportation) than in most of the regions where our comparison group school are located.
- Developing a recommendation for faculty salary adjustments, built on the Faculty Salary Model and data collected from our peer institutions and relevant local and national markets.
- Investigating the challenges faced by contingent faculty members, establishing systematic procedures to address their concerns and needs, and seeking data from our peers and others to determine how competitive or not our compensation is.
- Identifying problems that might undermine or make less effective the Faculty Salary Model.
- Compensating faculty and staff members for the reductions in TIAA contributions made during the COVID pandemic.
- Revising and supporting the previous year's recommendations concerning family leave policy and developing a new recommendation to have the College absorb projected employee contributions for Proposition 118 medical leave benefits.

In response to the CBC charge, the FSC developed a 17-page report (see attachment 4) presenting the following finding and recommendations:

- In addition to the inflation rate of over 9% in the Colorado Springs area, the report documented how both housing and transportation costs in the area were significantly higher than in most of the regions where our comparison group schools are located.

While these expenses affect all residents of the area, we noted that new hires and first-time home buyers are particularly affected.

- The report recommended a standard 2% progression increase for all faculty members who meet performance expectations and at least an additional 1% increase for assistant professors, to keep their salaries competitive with those of our peers.
- Giving all employees the maximum cost-of-living adjustment possible, up to 9.3%.
- Either establishing a contingent faculty salary pool or integrating contingent faculty into the existing faculty salary model (if that can be done in an equitable and sustainable manner); and undertaking a longer-term study to identify and address the compensation needs of contingent faculty members.
- Eliminating progression increases for faculty members who have been in tenure lines for more than 41 years or who have begun mandatory withdrawals from their TIAA accounts.
- Removing outliers at each rank from the data used to make appropriate comparisons with our peers; and encouraging and supporting individuals to advance through the ranks in a timely manner.
- Increasing the College's TIAA contributions to 11.1% to match those of our peers and studying how some of the losses incurred by the suspension of benefits during the COVID pandemic may be made good.
- Committing to financing both employer and employee contributions to Proposition 118 leave benefits, in part to make up for significantly trailing our peers' medical benefits.

In response to these recommendations, the College:

- Adopted the recommendations for 2% progression and added 1.6% adjustment to keep up to or above peers, except for the most advanced full professors.
- Added a 3.5% cost-of-living adjustment.
- Increased visitor salaries by 5% to keep up with peers.
- Absorbed the employee contributions to Proposition 118 leave benefits, as well as the increase in medical insurance fees.

The College has not addressed the following concerns, which the 2022-23 Committee recommends continue to be investigated:

- *The inadequacy of using a single individual in determining what a living wage is.*
- *Identifying an equitable means of distributing adjustments when the gaps between highest and lowest paid remain great.*
- *Establishing a systematic way to compensate contingent faculty members.*
- *Eliminating progression for faculty members who have been in tenure lines for more than 41 years or who have begun TIAA mandatory withdrawals.*
- *Systematically removing outliers from the ranks when making comparisons; or shifting to make comparisons based on years of progression, not ranks.*
- *Increasing the College's TIAA contributions to match those of our peers and to compensate for contributions suspended during the COVID pandemic.*
- *Developing a long-term policy to finance medical and leave benefits consistent with Colorado law and competitive with our peer institutions.*

<u>Late Fall and Spring Projects</u>

After completing the response to the CBC's fall charge, the Committee identified several other matters to investigate in the spring:

- Working with Human Resources and their outside consultants, Segal, to rethink staff compensation and the band system.
- Working with the Dean of the Faculty to develop a one-page explanation of the Faculty Salary Model to be given to all faculty members.
- Partnering with the FEC Budget and Planning Subcommittee to develop an annual calendar for the Compensation Committee and a manual explaining the steps to be taken to respond to the CBC's fall charge and to implement the Faculty Salary Model.
- Informally surveying our peer and other relevant institutions to determine how our ranks – which are not directly tied to salaries – compare with those of other schools, where rank and salary may be more closely tied.
- Developing suggestions for revising the sections of the Faculty Handbook relating to the Compensation Committee.
- Gathering materials to support a recommendation for a trustee-faculty-staff task force to develop means of supporting the housing needs of employees.
- Revising the Compensation Committee's web presence and improving modes of communicating with our respective faculty and staff constituencies.
- Developing recommendations for improving early retirement programs for faculty members.
- Continuing to develop family leave policies consistent with the College's values and Colorado law.

Segal and the Band System. Several Committee members, including all the faculty, met with HR's outside consultants from Segal to discuss the staff compensation system. The staff, with faculty support, developed a letter responding to the meeting (attachment 5). Based on the Segal recommendations and staff input, HR revised the band system, making the lowest band begin with Glasmeier living wage salary for one person.

- *Discussion of how best to structure staff compensation is ongoing.*

Documenting and Explaining the Faculty Salary Model. The Committee made a presentation orally and via PowerPoint slides explaining how the Faculty Salary Model works, and the Dean of the Faculty committed to translating her notes on the model into a one-page document to be given to every faculty member.

- *The one-page document still has not been produced – the Committee recommends continuing to work with the Dean to produce it.*

Annual Calendar and Procedure Manual for the Fall Salary Report. The Committee produced both an annual calendar and manual outlining the steps to be taken when developing a fall faculty salary report (attachments 6 and 7).

- *The 2022-23 Committee recommends that future iterations of the committee begin their work with these documents and then revise them as needed.*
- *In addition, we also recommend looking closely at the five-year calendar excerpted from the 2021-22 Committee report* (attachment 8).

Survey of How Peers and Others Connect Salary and Rank. Because our faculty salaries are tied to steps in progression, rather than rank, we decided to conduct a very informal survey of how peer and other institutions connect salary and rank. We are not attaching the data collected, since the survey was very informal (it appears in the "Faculty Only" section of Teams in March and May 2023). However, the results do raise concerns since only about 40% of our peers have systems that give something like regular progression, while 60% appear to tie salaries to rank (and give significant bumps in pay upon promotion).

- *We recommend a more systematic study to determine whether comparing our salaries at rank to those at our peer institutions makes sense. We may be comparing apples and oranges, and we may want to shift to a system of comparing stages in our progression system to ranks at our peers (for example, years 8-16 at CC might be comparable to the associate ranks at our peers).*

Suggested Revisions to the Faculty Handbook. See attachment 9 for suggested revisions to the Faculty Handbook.

- *We recommend working closely with the FEC to revise the Faculty Handbook, using the attached draft as a starting point.*

Task Force for New Housing Benefit. Given the sharp increases in housing costs in Colorado, we developed recommendations for a task force to address the problems the increases have raised. See attachment 10.

- *We recommend that follow up on this recommendation be a high priority in 2023-24.*

Revising the Web Presence and Improving Communication. We did not have time to update the Committee's homepage, which contains an outdated philosophy (and misspells McEnnerney). The site also includes minutes and reports from some time ago (2013-2020). There is Canvas page, set up to share documents for the fall 2022 public presentation to the faculty. In addition, the 2021-22 Committee conducted a survey of the faculty, which may be found on the Teams site. For the staff, most communication has taken the form of listening sessions.

- *We recommend making use of Teams to share and file documents within the Committee, but not for public sharing.*
- *We recommend continuing staff listening sessions.*
- *We recommend continuing the fall presentations to the whole faculty*.
- *We recommend exploring better ways to make use of web and Canvas pages.*

Faculty Early Retirement Programs. The Committee was unable to devote significant time to exploring our existing early retirement programs for faculty. The current programs end at age 70, but we have a significant number of faculty members who continue teaching after 70. Once they reach that age, there are no systematic incentives for them to retire – though, in general, it would be helpful to the Faculty Salary Model if they did retire. In our initial discussions of the programs, it appeared that the age of 70 was picked because, at the time, that was the age when mandatory withdrawals from TIAA accounts began. Today, the date of withdrawals is later – 75, for individuals born in 1960 or later.

- *We recommend studying the possibility of extending current early retirement programs to 75 and considering revisions or additions to the programs.*

Family and Medical Leave Policies. Because of uncertainty regarding implementation of Proposition 118, the Committee did not make much progress on reviewing the College's leave policies.

- *We recommend systemizing the current policy of having the College pay the employee's contributions to the state's family leave benefit and, more generally, reviewing and update all the related policies.*

ATTACHMENT 1 – Campus Budget Committee Charge – 15 September 2022

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“The Compensation Committee is responsible for reviewing current and proposed allocation of

Budget Committee.”

“Each fall the Faculty Salary Committee (the faculty members on the Compensation Committee) issues a

Executive Committee. The administration takes the Salary Committee’s data and recommendations into consideration each year in preparing the College budget.”

CBC’s charge to the Compensation Committee this –

. Discuss the strategic implications of the College’s salary,

ittee’s priorities and

alignment with the College’s goal

ATTACHMENT 2 – Staff Salary Committee Annual Report, 28 June 2023

Recommendation and Response:
This Fall, the Compensation Committee was issued a charge to review local and regional inflationary factors and to make recommendations on the college's total compensation that ensure the college maintains a competitive salary structure and living wage. With this in mind, the SSC made four main recommendations to the CBC this year.

1. The SSC recommended an increase in living wage to $19.27 an hour, which at the time of the recommendation was the living wage for a 2 working adult and 1 child household in El Paso County, according to the Glasmeier/MIT metric.
    - HR and Finance approved an increase in living wage up to $17.48, which is the living wage metric for a single adult household in Colorado Springs according to the Glasmeier/MIT metric.
2. The SSC made recommendations about the distribution method of annual raises. We recommended a flat dollar distribution in order to address the wage gap at CC.
    - This recommendation was not approved. Instead, the SSC collaborated with HR on an acceleration model, originally proposed by Ryan Simmons (VP of People and Workplace Culture). This model will focus on bringing employees to the midpoint of their bands more quickly. While this model will not comprehensively address the wage gap, it will improve wages for low paid staff and act as a foundation for a career progression model.
3. The SSC recommended implementation of a shift differential for staff assigned to swing and night shifts. Specifically, we recommended a $0.50 differential for the swing shift and a $1.00 differential for the night shift.
    - This recommendation was approved although the exact differential amounts have not been finalized.
4. The SSC made several recommendations around Parental Leave and the new FAMLi act. Specifically, we recommended a revision of gendered or exclusionary language, increased flexibility, consistency in the plan regardless of gender, marital status, or block, and that the FAMLI tax would be covered.
    - Based on further recommendations by the CBC, the college implemented budget cuts to ensure the employee portion of the FAMLi tax could be covered this year. The parental leave policy is currently in the draft phase and open for comments from the college community, but many improvements have been made in line with the SSC's recommendation.
    - Changes to the faculty handbook still need to be made to ensure it is in line with the new parental leave policy.

Further details about the recommendation can be found in appendix 1. Information about CC's response to the recommendation can be viewed in the Block 7 2023 ITL recording.

Additional Accomplishments:
In addition to our work on the fall recommendation, the SSC took on several projects.

1. Communication Plan and Community Outreach:
    a. The SSC developed a communication plan to standardize our outreach to the community. This plan includes reports at ITL sessions, regular listening sessions following ITL and throughout the summer, and an annual meeting with Staff

Council. We have seen a marked improvement in our own ability to represent our constituents as these listening sessions allow us to better understand the needs and priorities of the CC community. Likewise, our ITL reports have allowed us to build trust and transparency between ourselves and the staff community. These communication lines have also opened up opportunities for further communication with staff via email or phone, as well as through meeting scheduled with individual offices or departments to discuss specific concerns. We believe that our communication plan has been highly successful and intend to continue these practices in the coming years.

2. Collaboration with Segal:
    a. This year HR brought in an external consultant, Segal, to review CC's market wages, to evaluate our band system, and to review our current compensation philosophy. The SSC and FCC both attended focus groups with the Segal representatives and advocated for the values and priorities of CC. In addition to providing extensive feedback of our own, the SSC also acted as a liaison between the community and Segal, specifically passing along feedback from individuals who preferred to remain anonymous throughout the process.
    b. Beyond their initial findings on CC market comparison practices, the findings of Segal's review have not yet been released.

Addressing our Five-Year Plan:

Last year we were asked to put together a five-year plan of work and priorities. The SSC set forward five items as goals for this academic year.

1. Progression and career growth – addressing the inability to move within the bands.
    a. The SSC presented an initial progression model to HR that was modeled off the "steps and lanes" system from public education and the CC faculty salary model.
    b. This led to conversation around the acceleration system.
    c. The SSC will look to hear from the community about the acceleration system and whether it adequately addresses our goals or still needs work.
2. Raise Allocation – Flat Dollar System
    a. The SSC did propose this system of raise allocation. As aforementioned, the idea was not supported by the college, and instead the acceleration model was implemented. This does not address all the concerns of the SSC and so we will continue to look for ways to address the wage gap in the coming year.
3. Transparency and structure for bonus
    a. This priority was sparked by the extensive conversations around bonuses that happened last year. However, it ended up not being a top priority this year. We do believe that greater transparency around bonuses is important but it likely will not be a main priority in the coming year as we strive to address some of the larger goals spelled out in the section below.
4. Living wage set at 2 working adults and one child
    a. This is something the SSC again advocated for this year, but the recommendation was not accepted by the college for budgetary reasons. We plan to continue to advocate for this moving forward.
5. Survey the Staff

   a. Rather than surveying the staff, we opted to introduce regular listening sessions. This allows us to hold dynamic conversations with the staff and to both answer questions and hear concerns. We plan to continue this practice going forward.

Ongoing Projects and Goals:
Looking forward, the SSC has identified several priorities and goals for next year.

1. Improvements to healthcare coverage
   a. In response to Colorado State law HB22-1008, the Family Building Act, the SSC intends to advocate for the college to expand healthcare coverage to cover fertility treatment and gender confirming procedures. This is a priority that has been shared with us through staff concerns.
2. Addressing the inflationary real estate market
   a. We plan to evaluate both the local real estate market as well as housing relief programs at our peer institutions to conclude if there is a reasonable recommendation we can make to alleviate some of the pressure on our lower income families, first time homeowners, and those without generational wealth.
3. Rebanding
   a. Both the Segal evaluation and the introduction of the acceleration model have prompted the need to redo the current band structure and to evaluate college positions for rebanding. The bulk of this work will be conducted by HR, but the SSC plans to assist and collaborate with this process as much as we can.
4. Collaborating with HR on new policies
   a. Based on the request of HR, the compensation committee will be available to comment on new HR policies in order to offer additional feedback and insight.
5. Evaluating pay for performance
   a. HR is interested in introducing a pay for performance system. The SSC plans to specifically solicit feedback from the community on this idea, and to collaborate on the possible implementation of this system. The SSC will also continue our collaboration by giving feedback on the current and evolving annual review system.
6. Compensation Philosophy
   a. The compensation committee began a draft of a new compensation philosophy this year. This proposal was shared with Segal who made their own recommendation, which we are currently awaiting. The SSC intends to continue this work in the following year.

ATTACHMENT 3 – Staff Salary Report, Fall 2023

Recommendation from the Staff Subcommittee of the Compensation Committee in response to the 2022-23 charge from the Campus Budget Committee. Presented by Thecla Shubert, Chad Schonewill, Cathy Buckley, Mandy Sulfrian, AliciaRose Martinez, and Jen Bjurstrom.

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Introduction:

This year the Campus Budget Committee asked us to consider how to address compensation in the context of the current inflationary landscape. We, on the staff subcommittee, were also specifically asked to "assure that your recommended allocation of funds maintains a living wage and a competitive staff salary structure." In addition to this charge, we have also set ourselves the task of considering compensation in the context of President Richardson's call to make "CC the best place to work in the country." And, most importantly, the staff subcommittee, as representative of our peers, is dedicated to addressing the feedback and concerns of the CC community which we heard through our summer listening session. To this end, we have laid out four main priorities (in order of importance):

Executive Summary:

According to the Bureau of Labor Statistics, the most updated CPI calculation for Colorado Springs is 9.6%. Partly since it's unrealistic to suggest a 9.6% raise for all staff, and partly to help mitigate decades of pay ratio increases, we recommend distributing raises as a flat dollar value this year. **Our recommendation focuses on bottom-up compensation because no one should have to choose between working in a community they love and value and basic subsistence.**

1. **Priority 1:** Address Living Wage by adopting the Glasmeier model for El Paso County and using the metric for "2 working adults, 1 child" going forward and raise all wages up to the $19.27 to reflect this.
2. **Priority 2**: $3,575 added to the base pay of all staff making less than $100,000 per year. Those impacted by the living wage increase should receive a raise of $3,575 minus the amount they received for living wage. If the amount received for the living wage adjustment exceeds $3,575, they will not receive an additional raise under priority two.
3. **Priority 3:** $28,000 total to add shift differential pay (a stipend for staff working swing / midnight shifts).
4. **Priority 4:** Parental Leave policy changes in preparation for Prop-118. There is no actual dollar allocation required for staff, but there would be for faculty.
5. **Priority 5:** $3,575 added to the base pay of all staff making $100,000 per year or more.

Priority One – Addressing Living Wage:

CC measures living wage by a single adult household. We on the staff subcommittee believe that this does not accurately reflect the community of CC. This does not account for the living wage of couples with children, single parents with children, those supporting multigenerational families, or those with other dependents.

We recommend CC adopt the living wage metric of a two working adults and one child household (just one step up from single working adult). In all our considerations, we use the Glasmeier living wage calculator by MIT which takes into account childcare and medical expenses.[1]

Currently, CC's minimum wage is $17.00. According to Glasmeier living wage for a single adult household in El Paso County is $17.38. The living wage for a two adult working household with one child is $19.27. Not only is CC's minimum wage notably below this subcommittee's preferred metric, **but it is currently below even the most conservative metric of a single adult household. We acknowledge that CC raised the minimum wage last year, but must simultaneously acknowledge that living wage needs to be an ongoing consideration, especially given our current inflationary landscape.**

Of note, the Glasmeier calculations are fairly conservative. As Dr. Amy K. Glassmeier remarks, this calculation does not account for entertainment, dining, investment, or savings. **Therefore, Dr. Glasmeier argues that one could consider these calculations**

[1] Living Wage Calculator (mit.edu)

not a living wage but a "subsistence wage."[2] Despite some progress last year, CC does not currently meet the lowest metric.

We recognize that there are many financial constraints on the College. It is with this understanding that we have set forth our recommendation. However, we also recognize that paying anything under a realistic living wage is completely unacceptable. No one at CC should have to live in poverty. No one at CC should have to worry about subsistence.

To this end, we urge CC to take three steps:

- First, adopt the Glasmeier model and figures for El Paso County.
- Second, calculate living wage by using the two working adults and one child metric.
- **Third, give all employees making less than $19.27 a raise up to living wage.**

This would be a maximum of a $2.27 per hour raise for employees making under $19.27 (based on the College's current minimum wage of $17.00). This would impact primarily impact employees in bands 2 and 3. We estimate that 118 employees make less than $19.27, which would make the maximum cost of this adjustment $557,148.[3]

We understand that this would result in major adjustments in the band system. However, we do not believe that the necessary adjustments to the band system should deter us from paying a fair living wage**.** The band system provides valuable structure, but should not hold us back in the pursuit of a more equitable pay system. **The quality of life of our employees is a direct reflection of the quality of the institution. CC cannot be "the greatest" - it cannot be relatively great – if even a single one of our employees is living in poverty.**

__**Priority Two – Flat Dollar Raises for those making less than $100,000 per year:**__

We, for the reasons explained below, recommend a flat dollar raise of $3,575 for *all CC employees who make less than $100k a year.*[4] This figure is calculated based on a 9.6% raise (at the rate of the cost-of-living increase for this year[5]) for the average salary of band two (there are no employees in band one). See appendix 1 for a full explanation of our calculations.

We have chosen to use the Bureau of Labor Statistics CPI index for Colorado Springs (updated October 5th 2022) as opposed to the Mountain Plains index because this is a more accurate measure of what our employees and community are actually paying to live.[6] It excludes rural areas and statistical outliers that sway the average CPI and is a more exact figure than the Mountain Plains index or El Paso County index. **We recommend CC adopt the practice of using this metric as well.**

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[2] Living Wage Calculator (mit.edu)

[3] This cost would likely be lower. We cannot know the exact wages of those making under $19.27 per an hour, so the calculation assumes that all 118 impacted employees were making $17 per an hour. In reality, we know many were making more.

[4] Our estimates indicate that the total cost of raises for those above $100k per year would be about $175,175. While ideally we would recommend raises for all (see priority 4), we also recognize that, if that is not feasible this year, these funds could be used to fund shift differential (priority two) and most, if not all, of parental leave (priority three).

[5] Colorado Springs Area Economic Summary (bls.gov)

[6] Colorado Springs Area Economic Summary (bls.gov)

Note: Those impacted by the living wage increase should receive a raise of $3,575 minus the amount they received for living wage. If the amount received for the living wage adjustment exceeds $3,575, they will not receive an additional raise under priority two.

Justification

- **Pay ratio at CC:**

Pay ratio is the ratio between the salaries of the highest and lowest paid employees at a company or institution. For decades, Colorado College has done annual raises (also referred to as performance raises, inflation raises, cost of living raises, etc.) through a percentage-based system. In a percentage-based system, someone in band 12 receives a raise as much as ten times more than someone in band 2. For example, if we modeled a percentage-based raise at 9.6%, someone making $30,000 would receive a $2,880 raise, while someone making $300,000 would receive a $28,800 raise. That's a difference of $25,920 – a difference nearly equal to the total annual wage of a lower band employee. (See appendix 2 for additional modeling). Although inflation impacts everyone, a gallon of milk does not cost ten times more for someone in band 12 than it does for someone in band 2. **What this analysis reveals is that while these percentage-based raises purport to address *cost of* living, they are really addressing *cost of lifestyle* for the higher bands and while not even adequately addressing *cost of living* for the lower bands.**

Beyond this, a percentage-based raise system has created an exponentially growing class division at CC. Every year that we give percentage raises the pay ratio (distance between the lowest and highest salaries) increases. Class division – where some of our employees live in luxury while others struggle to make rent – breeds animosity and resentment. We firmly believe that CC should work to reduce the pay ratio and close these class divisions so that everyone in this community can live comfortably and securely.

Besides our own convictions, many scholars have written about the issues surrounding having a high pay ratio. In an article for Inequality.org, prolific author and respected economist, Sam Pizzigati, describes this issue saying, "Enterprises that tolerate these gaping differentials 'succeed' not by empowering employees, but by building and wielding monopoly power."[7] If CC is to become "the best place in the country to work," if it is to promote a healthy happy workplace culture and retain employees who are passionate about their work and the values of the institution, we must minimize class inequalities. We must address the growing pay ratio divides at CC.

Pizzigati further describes the psychological impacts of high pay ratios and the effects on employee morale:

> Workers who worry the most about making enough to live never forget for an instant that they must work to live. They never stop feeling compelled to work. And the more that these workers feel pressured to work, the less pleasure they will take from the work we do. The less pleasure we take from our work, in turn, the less likely we are to do our work with any creativity or imagination. No enterprise, of course, can turn work into play. But enterprises can, by helping employees feel more secure in their lives, take employee minds off the pressures that compel them to work. Enterprises that pay well and offer benefits that bring peace of mind can free

[7] https://inequality.org/great-divide/ceo-pay-enterprise-effectiveness-efficiency/

> employees to concentrate on the job at hand — and maybe even take some pleasure from it. ... **Inequality can poison any workplace.**[8]

Therefore, high pay ratios not only breed interpersonal conflict and class divisions – they also impact the productivity of an institution's employees. Percentage-based raises, over time, worsen the pay ratio. **In order to stop these exponentially growing divides, we strongly recommend CC use a flat dollar raise system, at least temporarily.**

- **Equity and Justice:**

At the core of CC's values is a commitment to anti-racism, equity, and justice. Our compensation systems must, in every sense, reflect these values. The way we allocate resources is our biggest, most tangible reflection of our values.

CompassPoint, a nonprofit dedicated to social justice that recently shared the results of a major compensation review focused on wage equity, reports:

> Building on the inequities of the past won't set a foundation for a just future. **Giving people percentage-based raises often reinforces existing inequities.** When we set out to reimagine compensation to become more equitable the depth of realignment between our work and our values meant that some folks received significant increases compared to their existing salaries, while others received small or no increases, or even agreed to a phased reduction in their salary.[9]

Their report further describes how, as a company begins to emphasize diversity, much of the diversification of the workforce will inevitably happen at the lower levels of employment – where there are typically more vacancies. Therefore, "top-down" compensation systems often reinforce class divisions along racial lines.

Last year the compensation committee was presented with data from an analysis of CC's racial pay equity. While the results of the survey demonstrated that there was only a small gap between white and BIPOC's pay who hold the same or similar positions, it was noted that this analysis did not look at the distribution of BIPOC employees through the bands – or whether BIPOC employees at CC are as likely to be hired for high level positions as white employees. Therefore, the exact nature of racial pay equity at Colorado College is inconclusive.

When considering racial pay equity, we must also recognize that the effects of the COVID pandemic – including financial impact - disproportionally hurt Black, Latinx, and Indigenous communities.[10] It should be noted that the Time's Up Foundation states that institutions that pledge anti-racism should, "Devote resources toward efforts that actually enhance the lives of Black communities and communities of color. Invest in structural changes that will genuinely benefit communities of color."

While CC has made a conscious effort to welcome BIPOCs and minorities into leadership positions, we nonetheless believe that compensations systems that directly benefit the lowest paid employees would be in line with our commitment to antiracism. Further analysis – as described above – could advance our understanding of how compensation and race or minority status intersect.

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[8] https://inequality.org/great-divide/ceo-pay-enterprise-effectiveness-efficiency/

[9] https://www.compasspoint.org/blog/reimagining-compensation-it%E2%80%99s-time-stop-building-inequities-past-part-1

[10] https://timesupfoundation.org/work/equity/guide-equity-inclusion-during-crisis/building-an-anti-racist-workplace/

We know that there are countless barriers to equality in the workplace. CC must not let a compensation system that perpetuates class division be one of them.

- **Retention:**

One of the top struggles staff reported at our summer listening sessions was difficulty with hiring and retention. In a perfect world, we would address retention issues by giving everyone a raise of 8% of the average salary at CC (as opposed to the average salary of band 2). However, we recognize that compensation at CC is directly tied to tuition and that the resulting raise in tuition costs would be an undue burden on students.
So, we listened to the feedback from our staff peers. Who was leaving? Where are we struggling? The areas we heard the most struggles in were positions like paraprofessionals, facilities, and other positions that made up the lower bands at CC. The reality is that compensation becomes a more urgent factor of consideration when you're dealing with *cost of living* – not *cost of lifestyle.* We want to retain workers who value this community and share the values of the institution.
We've heard extreme examples of CC employees having to go on food stamps or welfare. We've heard stories of CC employees struggling with unhousing. No one at CC should have to live in poverty. **No one should have to choose between working in a community they love and value and basic subsistence.** It is because of this that we have made a recommendation that will focus on uplifting the most economically vulnerable at CC. We understand that this recommendation might be controversial amongst our highest paid employees, but we hope that in their mission to "make CC the best place to work in the country" that our highly paid leaders will recognize such sacrifices are necessary for upholding even basic financial security and subsistence for our economically vulnerable.

<u>Priority Three – Shift Differential:</u>
In Spring 2022, the Compensation Committee submitted a shift differential proposal. We would like to resubmit that proposal as part of this recommendation.
As a residential institution of higher education Colorado College functions around the clock, 7 days a week, 24 hours a day. The staff members who step in to keep the College functioning outside of non-traditional work hours do so at the expense of family and lifestyle. These employees should be recognized for their on-going efforts. Municipal and state government workers are provided shift differential to address the 24-hour service needs. What would this look like for Colorado College?
Shifts for the college would be set at:

- 8:00 am to 4:00 PM
- 4:00 pm to Midnight (swing shift)
- Midnight to 08:00 am (midnight shift)

Employees would receive an additional hourly stipend based upon the hours which they work within these time periods. Employees would receive the higher rate when over half of their hours worked falls within the later time band.
An employee filling in for an absent shift worker would not receive the differential unless the time assigned to that shift is greater than a pay period.
Different businesses calculate shift differential using different formulas. For example, the State of Colorado uses a rate of 7% for swing shift and 10% for midnight shift for the

Division of Youth Services. The Denver Sheriff's office uses a rate of 7% for swings shift and 12% for midnight shift. UCCS pays 7% for dispatchers on swings and 10% for midnights. The city of Colorado Springs pays $0.35 per hour for swing shift and $0.70 per hour for midnight shift.

Colorado College employees who work evening and night shifts include staff members in Tutt Library, Physical Plant, and Campus Safety. The Library has a maximum of four employees who may qualify for the differential on the swings shift. The Physical Plant has a maximum of five employees who may qualify for the swing or midnight shift. Campus Safety has a maximum of thirteen employees who would qualify for the swing or midnight shift.

The recommendation is to provide an hourly stipend based upon the time of the shift. For the swing shift the stipend would be $0.50 per hour and for the midnight shift the stipend would be $1.00 per hour. The cost to the College is calculated below based upon a 2080 FTE. (Note employees would not receive differential for vacation, holidays, or sick leave.)

- Swing shift employees: 12 maximum x 2000 x .50 = $12,000
- Midnight shift employee 8 maximum x 2000 x 1.0 = $16,000
- Total cost to provide shift differential $28,000

Justification

Comparing Local Precedents

As aforementioned, a number of our local competitors for hiring already offer shift differential – including the State of Colorado, the Denver Sheriff's office, UCCS, and the city of Colorado Springs. Beyond this, SHRM reports that 92% of companies with continuous operations structures pay shift differentials.[11]

Retaining and Recognizing our Essential Workers

Last year the compensation committee put forth a recommendation for a bonus system that would best recognize our essential and frontline workers. This recommendation was not accepted in favor of a universal bonus.

We feel that not enough has been done to recognize the contribution of our essential workers during COVID or to recognize the daily burdens they carry maintaining our continuous operation model. Offering a shift differential is an easy and low-cost way to recognize these essential workers and to show we value our most vital, but often undervalued workers. This policy would not merely recognize them for their unquantifiable contributions during COVID but would also recognize their continued and long-term sacrifices and contributions to the college.

<u>Priority Four – Parental Leave:</u>

Last year the compensation committee submitted a faculty and staff joint recommendation on parental leave. We would like to resubmit this recommendation for consideration. You can see the original recommendation in appendix 4. As a quick summary, the committee recommended:

- Within the 2023 fiscal year, increase allowable parental leave for each eligible employee to twelve (12) weeks;

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[11] https://www.shrm.org/resourcesandtools/hr-topics/compensation/pages/shiftdifferentialpaypractices.aspx

- Within the 2023 fiscal year, increase allowable parental leave for each eligible employee to include an additional four (4) weeks of leave, when deemed medically necessary, which may be taken before or after a birth event;
- Within the 2023 fiscal year, remove the restriction that expanded parental leave benefits must be taken continuously;
- Confirm that Human Resources policy guidance and relevant Faculty Handbook and Staff Handbook language replaces gendered terms with inclusive language; and
- When all Colorado Proposition 118 ("Prop 118") benefits become available (January 1, 2024), expand benefits to include family and medical leave ("FML") benefits for all CC employees at the full amount of their salary.

In our proposal from last year, we included a few different cost estimates. However, given that staff are rarely replaced during their leave the cost of leave should not exceed their expected expenditure on the individual's wages. For faculty there is a slightly higher cost associated as faculty typically are replaced with visitors.
We estimated that, pre-Prop-118, the parental leave policy would cost $168,748 a year based on the average CC hourly rate of $31.96 or $105,177 a year, based on the mode distribution of employees (the majority of whom are in band three, making an average of $19.92 per hour). Both these figures use the average number of parental leaves taken – 11 per year.
Again, we note that these expenses are not on top of existing compensation expenses. So long as the person taking leave is not replaced, as is generally the case with staff, no additional expenses are accrued.
Post-Prop-118 our expanded policy would cost an estimated $84,377 per year. Again, this represents an amount of the total cost of compensation that would be spent on leaves – not an actual additional cost.

Priorities in to Remove Discriminatory Language (separate from cost):

- **Remove all distinctions between birth giver/primary caregiver and non-birth giver/secondary care giver so that all employees receive the same leave regardless of gender, sex, birthing status, or marital status. (Except in cases of medical necessity).**
- **Ensure that leave options are made readily available to foster and adoptive parents. Ensure that leave does not have to be taken consecutively to best accommodate these families who may need leave for court cases or other difficult circumstances.**

Justification:

- **Prop-118 is on its way**

Prop-118 will come into effect in 2025 regardless of any action CC takes. This proposed policy is designed to help CC smoothly transition into the new regulations Prop-118 will bring about. The proposal offers a phased approach to introducing the new policy that we think will make this transition easier for the CC community and administration.
This policy only expands parental and family leave slightly beyond the scope of Prop-118. The main distinction is that our proposed policy would offer fully paid leave instead of the

maximum of $1,100 per week that Prop-118 dictates. We chose to make this recommendation because we do not believe that people should have to suffer financially because of family emergencies, expanding families, or any of the other types of leave that are covered under Prop-118.

Working with this phased approach will help CC be proactive in the interim period before Prop-118 comes into effect. We believe implementing the proposed policy would be an "easy win" within the CC community and would help demonstrate that CC cares for the personal lives of its employees.

- **Equity across Class and Race**

Access to parental leave has two factors. First, whether a person has parental leave through their job that they can actually qualify for, and second, whether the person can afford to take leave. Parental leave policies that do not fully cover a person's wages (i.e., like the $1,100 weekly cap of Prop-118) make it harder for already financially vulnerable individuals and families to take leave. According to Zara Adams of the American Psychological Association, people who get paid leave are much more likely to be affluent, well educated, and White. U.S. Bureau of Labor Statistics data indicate that about 47% of White parents, 41% of Black parents, and just 23% of Hispanic parents have access to paid leave.[12] Likewise, the Center on Budget and Policy Priorities states that:

> There are stark disparities by race and income in access to paid leave: white, non-Hispanic workers and those with high wages are more likely to have access than Black or Hispanic workers and those paid low wages. Black, Hispanic, and Native American workers are less likely to be able to afford unpaid leave from work than white workers, reflecting racial disparities in access to wealth-building opportunities and higher-paying jobs. Even before the COVID-19 pandemic, some 11 percent of Black employees and 10 percent of Hispanic employees reported that they needed family or medical leave from work in the past 12 months but could not take it, compared to 6 percent of white workers. Low-paid workers were also more likely to report an unmet need for leave.[13]

The proposed parental and family leave policy would expand access to leave in two ways. First, it would offer a more progressive, comprehensive leave policy – allowing people to take the necessary and meaningful amounts of leave by expanding CC's policy to up to 12 weeks of paid leave. Second, by offering fully paid leave (again, as opposed to the Prop-118 cap), it would ensure that all employees could take leave regardless of their financial status. This policy would address the prevalent research that suggests access to leave falls along class and racial divides. It recognizes that unpaid leave isn't an option for many people and is statistically less likely to be an option for BIPOC employees. It would address the current antiquated parental leave policies at CC and move the institution from an unpaid FML policy to a paid one. We believe that this policy will make leave more accessible and equitable for all.

- **Equity across Gender, Sexuality, and Family Structure**

The current CC paternal leave policy makes a distinction between leaves for birth parents and non-birth parents. Although, as of April 2022, the policy no longer contains overtly

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[12] https://www.apa.org/monitor/2022/04/feature-parental-leave

[13] https://www.cbpp.org/research/economy/a-national-paid-leave-program-would-help-workers-families

gendered language this distinction is still rooted in gendered ideology. Our proposed policy does recognize that birth givers may require extra leave for medical reasons, but that the general concept that non-birth giving parents should not qualify for leave, or qualify for less leave, is exclusionary and sexist.

Such distinction devalues the non-birth giver's role in the family and puts the burden of care on the birth giver. While CC took the terms "father" and "mother" out of the policy, the policy still – by distinguishing between leave for birth givers and non-birth givers, is built on the foundational assumptions that parents consist of a mother-father couple and that the mother will have a more active role as primary caregiver while the father will be the secondary caregiver whose time with the child is therefore less important. The policy, although under the guise of gender-neutral terminology, *expects* mothers to take time away from work and fathers to continue work. It therefore reinforced historic – and deeply problematic – ideologies of separate and heterosexist gender spheres. We want to give all parents, regardless of gender, equal opportunity to bond with their child and be an active caregiver in their families. Studies show that the non-birth giver's ability to take parental leave helps reduce family stress and reduces the likelihood of the birth giver experiencing postpartum depression.[14]

These distinctions also devalue and exclude non-traditional family structures, LGBTQIA families, and adoptive or foster families. Additional concerns about how we accommodate adoptive and foster families are included in the original proposal in appendix 4.

We propose that, except in cases where extensions are needed for medical reasons, all CC employees be eligible for the same parental and family leave, regardless of gender, sexual orientation, or marital status.

- **Consistency**

CC's parental leave varies depending on the block in which a child is adopted or born. While the block plan is an integral part of this institution, we must acknowledge that life does not run on the block plan. The need for leave – for being able to adapt to family changes, bond with children, and in some cases physically recover from birth, all while maintaining financial stability, does not change based on the block a child was born, adopted, or fostered. This lack of consistency makes the policy confusing, convoluted, and an unrealistic representation of the needs of our community.

CC needs to be consistent in terms of (1) who is eligible, (2) how much leave they are eligible for, and (3) how much they can be expected to be paid. To this end we recommend that:

(1) All CC employees, regardless of gender, sexuality, or marital status, be eligible for (2) Up to twelve weeks of paid leave (3) Paid at their full normal rate of pay.

This creates an inclusive, consistent, and easy to understand policy.

- **Comparing to our sister institutions**

Many of our peer institutions provide more competitive parental leave than CC's current policy. Our recommendation would help us provide a more competitive and progressive benefits package.

[14] https://www.cbpp.org/research/economy/a-national-paid-leave-program-would-help-workers-families

- **Carleton** - Twelve weeks of paid leave for primary caregivers and nine weeks of paid leave for secondary caregivers.
- **Pitzer –** Eighteen weeks of paid leave at 75% of salary or six weeks fully paid leave and up to an additional six weeks of unpaid leave.
- **Wesleyan –** Paid leave for one semester at two thirds of salary or course load reduction at full leave. Six weeks paid for staff. (Specified for birth mothers only.)
- **Holy Cross –** Eight weeks of paid leave for primary caregivers and one week of paid leave for secondary caregivers.
- **Colgate –** Twelve weeks of paid leave at 67% of salary.
- **Hamilton –** Twelve weeks of paid leave, paid in full for the first four weeks and at 67% for the remaining eight weeks. Given regardless of gender or sex.

Priority Five - Flat Dollar Raises for those making $100,000 per year or more:
We recognize that those making $100,000 per year or more are losing buying power with current inflation. If enough funds are available, we'd like them to receive the same flat dollar amount, $3,575 to help mitigate that issue. In a perfect world we would wholeheartedly recommend a flat dollar raise of $3,575 for all. However, because of the pressing issues of equity, justice, and subsistence for the lower ends, all of which laid out above, we have chosen to set other priorities above raises for the higher end.

Additional Notes
On October 1st, 2022, funds were distributed to further address the compression issues that resulted from raising the minimum wage in July 2022. Therefore, two efforts have been made to address compression – one in the initial pay raise that came into effect at the beginning of the fiscal year, and one on Oct 1st. Therefore, given the limited resources of the college, further addressing compression is not a priority of the committee this year. Additionally, our charge has asked us to specifically address market considerations. Given the inflationary landscape and, again, our limited resources, it does not seem possible to give significant raises that would keep everyone at market rates. We recognize that trying to keep up with inflation is already a difficult challenge this year. However, we believe that the two plans we laid out – for shift differential and parental leave – will help keep our benefits packages more competitive and boost morale. We also prioritize a living wage, as described above, above market considerations. However, we also believe that our recommendation will in fact help our lower bands maintain market competitiveness,
We realize that a flat dollar raise of $3,575 will be a financial stretch. Although we believe our reasons are sound, we recognize that the College may not be able to meet this recommendation. In that case, we advocate that the flat dollar amount simply be reduced so that all the other principled reasons we outlined above still apply, and only the dollar amount changes. We strongly advocate against any percentage-based raise system, whether it be across the board or a scaled approach.

Conclusion

The Staff Subcommittee of the Compensation Committee would like to thank you for your time and consideration, as well as for your service to the CC community. Please feel free to reach out to us for any additional clarifications or questions.

We would also like to thank the Faculty Subcommittee of the Compensation Committee for their continual support and assistance with this recommendation as well as our ex-offico members who provided additional insight and data.

Sincerely,

Thecla Shubert, Chad Schonewill, Cathy Buckley, Mandy Sulfrian, AliciaRose Martinez, and Jen Bjurstrom.

Appendix 1: (flat dollar data)

- CPI: 9.6%
- Average hourly wage in band 2: $17.90 ($37, 232 / year)
- Math: 37,232 x .096 = $3,574.27
- Staff making less than $100,000 / year: 504 (approximate, we don't know exactly)
    - 504 x $3,575 = $1,801,800 (or a 4.68% increase in staff salary pool)
- Staff making more than $100,000 / year: 49 (approximate, we don't know exactly)
    - 49 x $3,575 = $175,175 (or a 0.45% increase in staff salary pool)
- Total staff: 553
    - 553 x $3,575 = $1,976,975 (or a 5.13% increase in staff salary pool)

A flat dollar raise of $3,575 equates to the following percentage at the average of each band:

- Band 1: N/A
- Band 2: 9.60%
- Band 3: 8.63%
- Band 4: 7.64%
- Band 5: 6.57%
- Band 6: 5.36%
- Band 7: 4.52%
- Band 8: 3.81%
- Band 9: 3.02%
- Bands 10-12: 1.58%

Appendix 2: (modeling of long-term impacts of percentage raises).
An across-the-board percentage-based increase of 5.13% would look like this in actual dollars at the average salary of each band for the current year:

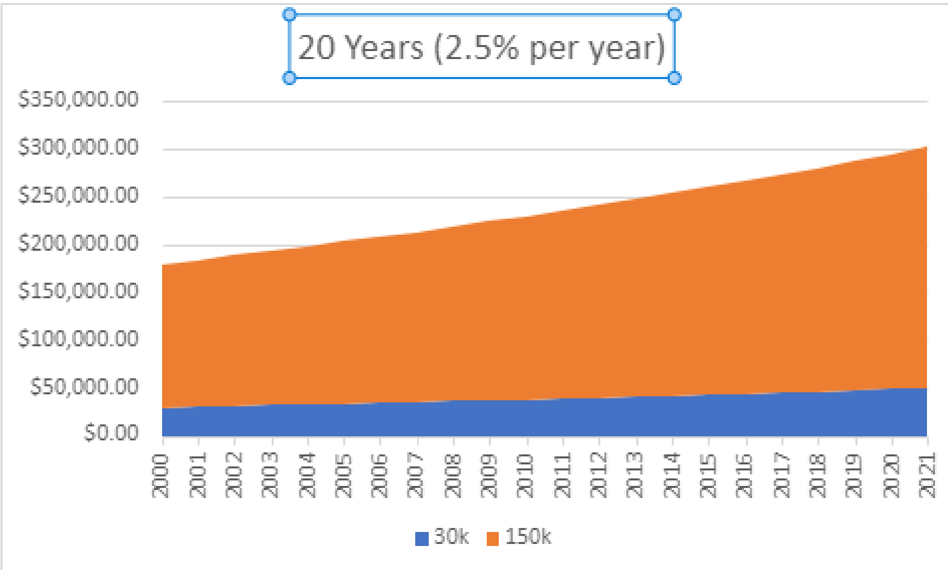
- Band 1: N/A
- Band 2: $1,910
- Band 3: $2,126
- Band 4: $2,401
- Band 5: $2,790
- Band 6: $3,419
- Band 7: $4,057
- Band 8: $4,816
- Band 9: $6,072
- Bands 10-12: $11,598

The effect is striking even in one year, but over decades of across-the-board percentage-based increases (which is exactly what we have done at CC), it results in an exponential increase in the gap between the lowest and highest paid employees.
To model this over time, we used the following assumptions:

- $30,000 / year (low salary)
- $150,000 / year (high salary)
- 2.5% per year

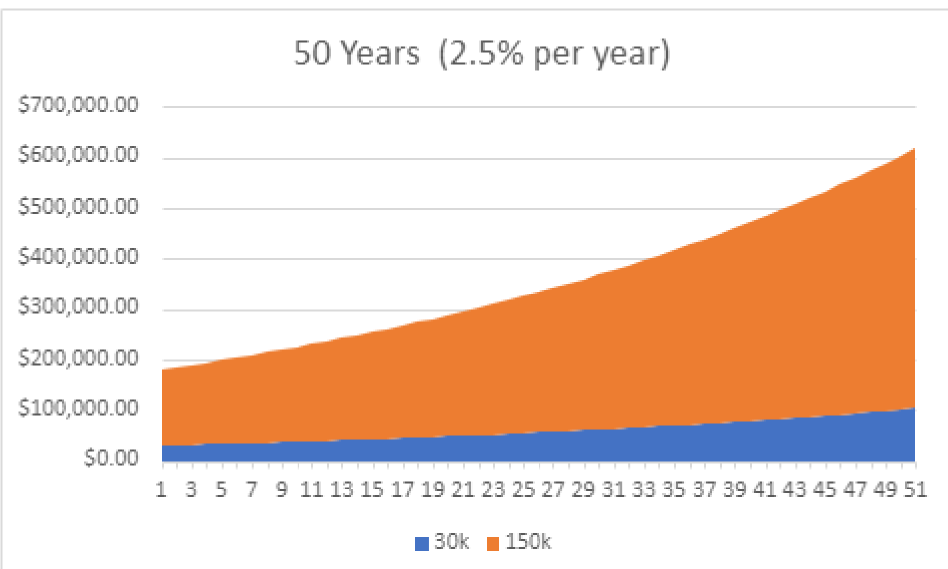
After 20 years

- $30,000 / year increases by $20,387 to a total of $59,387
- $150,000 / year increases by $101,937 to a total of $251,937



After 50 years

- $30,000 / year increases by $73,113 to a total of $103,113
- $150,000 / year increases by $365,566 to a total of $515,566



Appendix 3: (Shift differential – Original Proposal)

As a residential institution of higher education Colorado College functions around the clock, 7 days a week, 24 hours a day. The staff members who step in to keep the college functioning outside of non-traditional work hours do so at the expense of family and lifestyle. These employees should be recognized for their on-going efforts. Municipal and state government workers are provided shift differential to address the 24-hour service needs. What would this look like for Colorado College?

Shifts for the college would be set at:
8:00 am to 4:00 pm
4:00 pm to Midnight (swing shift)
Midnight to 08:00 am (midnight shift)

Employees would receive an additional hourly stipend based upon the hours which they work within these time periods. Employees would receive the higher rate when over half of their hours worked falls within the later time band.

An employee filling in for an absent shift worker would not receive the differential unless the time assigned to that shift is greater than a pay period.

Different businesses calculate shift differential using different formulas. For example the State of Colorado uses a rate of 7% for swing shift and 10% for midnight shift for the Division of Youth Services. The Denver Sheriff's office uses a rate of 7% for swings shift and 12% for midnight shift. UCCS pays 7 % for dispatchers on swings and 10% for midnights. The city of Colorado Springs pays .35 per hour for swing shift and .70 per hour for midnight shift.

Colorado College employees who work evening and night shifts include staff members in Tutt Library, Physical Plant, and Campus Safety. The Library has a maximum of four employees who may qualify for the differential on the swings shift. The Physical Plant has a maximum of five employees who may qualify for the swing or midnight shift. Campus Safety has a maximum of thirteen employees who would qualify for the swing or midnight shift.

The recommended is to provide an hourly stipend based upon the time of the shift. For the swing shift the stipend would be .50 per hour worked and for the midnight shift the stipend would be 1.00 per hour worked. The cost to the college is calculated below based upon a 2080 FTE. (Note employees would not receive differential for vacation, holidays, or sick leave)

Swing shift employees: 12 maximum X 2000 X.50 = 12,000
Midnight shift employee 8 maximum X2000 X 1.0 = 16,000
Total cost to provide shift differential 28,000

It is anticipated that the actual cost would be less as the number of eligible library employees may only be fewer than calculated.

Appendix 4: (Parental Leave – Original Proposal)

I. Introduction

In its spring 2022 charge, the Colorado College ("CC") Compensation Committee ("Compensation Committee") was tasked with evaluating the existing CC parental leave policy and proposing any necessary amendments.[15] As detailed below, we adopt and extend the recommendations put forth by the 2020-21 Compensation Committee. We recommend that CC revise its parental leave policy, as follows:

- Within the 2023 fiscal year, increase allowable parental leave for each eligible employee to twelve (12) weeks;
- Within the 2023 fiscal year, increase allowable parental leave for each eligible employee to include an additional four (4) weeks of leave, when deemed medically necessary, which may be taken before or after a birth event;
- Within the 2023 fiscal year, remove the restriction that expanded parental leave benefits must be taken continuously;
- Confirm that Human Resources policy guidance and relevant Faculty Handbook and Staff Handbook language replaces gendered terms with inclusive language; and
- When all Colorado Proposition 118 ("Prop 118") benefits become available (January 1, 2024), expand benefits to include family and medical leave ("FML") benefits for all CC employees at the full amount of their salary.

II. Background

CC's current parental leave policy provides for one leave per event following the birth or adoption of a child (with limited exceptions permitting earlier commencement of benefits for qualifying adoptions). In its current formulation, parental leave must be taken continuously-and concurrently with Family Medical Leave (FML) benefits.[16]https://usc-word-edit.officeapps.live.com/we/wordeditorframe.aspx?ui=en-us&rs=en-US&wopisrc=https://cctigers.sharepoint.com/sites/CompensationCommittee-StaffOnly/_vti_bin/wopi.ashx/files/4f39cb1e69444bc9b8ef68045e2d9af8&wdenableroaming=1&mscc=1&hid=6f2e1fad-7e1f-4da8-b2a8-07e6c10f0d98.0&uih=teams&uiembed=1&wdlcid=en-us&jsapi=1&jsapiver=v2&corrid=b73afc4b-46a8-4315-b4b7-4067405af343&usid=b73afc4b-46a8-4315-b4b7-4067405af343&newsession=1&sftc=1&uihit=UnifiedUiHostTeams&muv=v1&accloop=1&sdr=6&scnd=1&sat=1&rat=1&sams=1&mtf=1&sfp=1&halh=1&hch=1&hmh=1&hsh=1&hwfh=1&hsth=1&sih=1&unh=1&onw=1&dchat=1&sc={"pmo":"https://www.office.com","pmshare":true}&ctp=LeastProtected&rct=Medium&wdorigin=TEAMS-ELECTRON.teamsSdk.openFilePreview&wdhostclicktime=1666726960883&instantedit=1&wopicomplete=1&wdredirectionreason=Unified_SingleFlush For faculty, the extent and availability of this benefit is conditioned further by the block during which a qualifying birth or adoption event occurs: birth-giving faculty experiencing a qualifying event during Block 8 or the summer will receive only one block (3.5 weeks), rather than two blocks (7

[15] Our specific charge was to: "Discuss the College's benefits package and suggest recommendations, if any, for changes to College benefits (especially parental leave). Focus on any adjustments that may be needed in the next few years. The recommendations should reflect specific details about a proposed timeline for implementation, along with consideration of the incremental cost or budget neutrality of such recommendations."

[16] https://www.coloradocollege.edu/basics/welcome/leadership/policies/parental-leave-and-parental-medical-leave.html

weeks), of leavehttps://usc-word-edit.officeapps.live.com/we/wordeditorframe.aspx?ui=en-us&rs=en-US&wopisrc=https://cctigers.sharepoint.com/sites/CompensationCommittee-StaffOnly/_vti_bin/wopi.ashx/files/4f39cb1e69444bc9b8ef68045e2d9af8&wdenableroaming=1&mscc=1&hid=6f2e1fad-7e1f-4da8-b2a8-07e6c10f0d98.0&uih=teams&uiembed=1&wdlcid=en-us&jsapi=1&jsapiver=v2&corrid=b73afc4b-46a8-4315-b4b7-4067405af343&usid=b73afc4b-46a8-4315-b4b7-4067405af343&newsession=1&sftc=1&uihit=UnifiedUiHostTeams&muv=v1&accloop=1&sdr=6&scnd=1&sat=1&rat=1&sams=1&mtf=1&sfp=1&halh=1&hch=1&hmh=1&hsh=1&hwfh=1&hsth=1&sih=1&unh=1&onw=1&dchat=1&sc={"pmo":"https://www.office.com","pmshare":true}&ctp=LeastProtected&rct=Medium&wdorigin=TEAMS-ELECTRON.teamsSdk.openFilePreview&wdhostclicktime=1666726960883&instantedit=1&wopicomplete=1&wdredirectionreason=Unified_SingleFlush).[17] In 2020, Colorado voters approved Proposition 118, which establishes broad paid medical and family leave benefits for qualified employees of qualifying employers, to be funded equally through payroll tax and employer contributions.[18] As CC is a qualifying employer under the terms of Prop 118, it will be bound by its provisions for parental, family, and other hardship leave upon enactment. In its current formulation, Prop 118 will require payroll and employee contributions to commence in 2023; beginning January 1, 2024, it will allow eligible employees to claim up to 12 weeks of paid family and medical leave benefits annually under its provisions.[19] https://usc-word-edit.officeapps.live.com/we/wordeditorframe.aspx?ui=en-us&rs=en-US&wopisrc=https://cctigers.sharepoint.com/sites/CompensationCommittee-StaffOnly/_vti_bin/wopi.ashx/files/4f39cb1e69444bc9b8ef68045e2d9af8&wdenableroaming=1&mscc=1&hid=6f2e1fad-7e1f-4da8-b2a8-07e6c10f0d98.0&uih=teams&uiembed=1&wdlcid=en-us&jsapi=1&jsapiver=v2&corrid=b73afc4b-46a8-4315-b4b7-4067405af343&usid=b73afc4b-46a8-4315-b4b7-4067405af343&newsession=1&sftc=1&uihit=UnifiedUiHostTeams&muv=v1&accloop=1&sdr=6&scnd=1&sat=1&rat=1&sams=1&mtf=1&sfp=1&halh=1&hch=1&hmh=1&hsh=1&hwfh=1&hsth=1&sih=1&unh=1&onw=1&dchat=1&sc={"pmo":"https://www.office.com","pmshare":true}&ctp=LeastProtected&rct=Medium&wdorigin=TEAMS-ELECTRON.teamsSdk.openFilePreview&wdhostclicktime=1666726960883&instantedit=1&wopicomplete=1&wdredirectionreason=Unified_SingleFlushIt further specifies that this leave need not be taken continuously.

In spring 2022, the Compensation Committee surveyed CC faculty compensation sentiment, and included two questions regarding support for expanding parental and medical leave benefits. In relevant part, these results indicate preliminary support for extending parental and family medical leave benefits, even if (a) such expansion were not explicitly mandated by legislation and (b) doing so could encumber additional expense, to be borne equally by CC and individual employees.

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[17] [1] https://www.coloradocollege.edu/basics/welcome/leadership/policies/parental-leave-and-parental-medical-leave.html

[18] https://www.sos.state.co.us/pubs/elections/Initiatives/titleBoard/filings/2019-2020/283Final.pdf

[19] https://leg.colorado.gov/sites/default/files/initiative%2520referendum_2019-2020%20283bb.pdf

I. **Cost Calculations**[20]https://usc-word-edit.officeapps.live.com/we/wordeditorframe.aspx?ui=en-us&rs=en-US&wopisrc=https://cctigers.sharepoint.com/sites/CompensationCommittee-StaffOnly/_vti_bin/wopi.ashx/files/4f39cb1e69444bc9b8ef68045e2d9af8&wdenableroaming=1&mscc=1&hid=6f2e1fad-7e1f-4da8-b2a8-07e6c10f0d98.0&uih=teams&uiembed=1&wdlcid=en-us&jsapi=1&jsapiver=v2&corrid=b73afc4b-46a8-4315-b4b7-4067405af343&usid=b73afc4b-46a8-4315-b4b7-4067405af343&newsession=1&sftc=1&uihit=UnifiedUiHostTeams&muv=v1&accloop=1&sdr=6&scnd=1&sat=1&rat=1&sams=1&mtf=1&sfp=1&halh=1&hch=1&hmh=1&hsh=1&hwfh=1&hsth=1&sih=1&unh=1&onw=1&dchat=1&sc={"pmo":"https://www.office.com","pmshare":true}&ctp=LeastProtected&rct=Medium&wdorigin=TEAMS-ELECTRON.teamsSdk.openFilePreview&wdhostclicktime=1666726960883&instantedit=1&wopicomplete=1&wdredirectionreason=Unified_SingleFlush

Our analysis is guided by cost calculations for (a) expanding CC's parental leave benefits, as computed by last year's committee, and (b) expanding family and medical leave benefits, as calculated by this year's committee (see Appendix D).

a. Cost estimates: Expansion of parental leave benefits: We estimated that pre-Pro-118 the parental leave policy would cost \$168,748 a year based on the average CC hourly rate or \$31.96 or \$105,177 a year, based on the mode distribution of employees (the majority of whom are in band three, making an average of \$19.92 per hour). Both these figures use the average number of parental leaves taken – 11 per year. (Compared to current estimated costs of \$76,770 per year)

2020-21 members of the Compensation Committee modeled projected costs for an expanded parental leave policy using data provided by CC Human Resources. We incorporate these projections, with gratitude, here in full:

1. The College's current policy provides 6 weeks of full paid leave to birth parent staff, 3 weeks to non-birth parent staff, 7 weeks to birth parent faculty whose babies arrive during the academic year, 3.5 weeks to birth parent faculty whose babies arrive during the summer, and 3.5 weeks to non-birth parent faculty. Employees are eligible after 1 year of employment.
2. Since 2010, the College has provided an average of 10.5 leaves per year: 4 to birth parent staff, 3.6 to non-birth parent staff, 1.7 to birth parent faculty, and 1.2 to non-birth parent faculty. This has cost the college an average of \$54,827 per year.
3. The new payroll tax is projected to cost the College \$293,621 beginning in 2023.
4. If the College were to maintain its current policy, the first \$37,551 of the costs of parental leaves in 2024 would be covered by the State, while the College would pay an additional \$20,632. Employees could take additional time off with partial pay up to the statute's maximums.
5. If the College were to offer full paid leave for 12 weeks to all employees, it would cost the College an additional \$26,012 per year.

[20] All cost calculations based on average salary data from the 2022 fiscal year.

6. If the College were to offer full paid leave for 12 weeks to all employees beginning July 1, 2021, it would cost approximately $79,230 more in the years 2021-2023, in addition to the $54,827 per year in costs from the current policy.

b. Cost estimates: Expansion of family and medical leave benefits: $84,377 per year (if introduced after Proposition 118 funds are available) to cover difference above $1,100/wk salary cap. For detailed, additional/alternate cost estimates, see Appendix D.

II. Recommendations and Justification

Our recommendations reflect a ***phased approach*** that seeks to balance (a) the costs of administering employee leave policies, (b) a changing regulatory landscape in Colorado, and (c) support within the CC community for expansion and greater uniformity of parental and family medical leave benefits across and within employee classes. Our phased approach recommends amending CC's parental leave policies, while also providing a foundation for broader expansion of family and medical leave policies. Adopting recommendations in this phased manner will begin to align CC's leave policies with pending legislative obligations. Affording these benefits sooner, wherever practicable, will better reflect the values enshrined in CC's accessibility, diversity, equity, and inclusion commitments.[21]https://usc-word-edit.officeapps.live.com/we/wordeditorframe.aspx?ui=en-us&rs=en-US&wopisrc=https://cctigers.sharepoint.com/sites/CompensationCommittee-StaffOnly/_vti_bin/wopi.ashx/files/4f39cb1e69444bc9b8ef68045e2d9af8&wdenableroaming=1&mscc=1&hid=6f2e1fad-7e1f-4da8-b2a8-07e6c10f0d98.0&uih=teams&uiembed=1&wdlcid=en-us&jsapi=1&jsapiver=v2&corrid=b73afc4b-46a8-4315-b4b7-4067405af343&usid=b73afc4b-46a8-4315-b4b7-4067405af343&newsession=1&sftc=1&uihit=UnifiedUiHostTeams&muv=v1&accloop=1&sdr=6&scnd=1&sat=1&rat=1&sams=1&mtf=1&sfp=1&halh=1&hch=1&hmh=1&hsh=1&hwfh=1&hsth=1&sih=1&unh=1&onw=1&dchat=1&sc={"pmo":"https://www.office.com","pmshare":true}&ctp=LeastProtected&rct=Medium&wdorigin=TEAMS-ELECTRON.teamsSdk.openFilePreview&wdhostclicktime=1666726960883&instantedit=1&wopicomplete=1&wdredirectionreason=Unified_SingleFlush

a. **Recommended changes to policy language**[22]https://usc-word-edit.officeapps.live.com/we/wordeditorframe.aspx?ui=en-us&rs=en-US&wopisrc=https://cctigers.sharepoint.com/sites/CompensationCommittee-StaffOnly/_vti_bin/wopi.ashx/files/4f39cb1e69444bc9b8ef68045e2d9af8&wdenableroaming=1&mscc=1&hid=6f2e1fad-7e1f-4da8-b2a8-07e6c10f0d98.0&uih=teams&uiembed=1&wdlcid=en-us&jsapi=1&jsapiver=v2&corrid=b73afc4b-46a8-4315-b4b7-4067405af343&usid=b73afc4b-46a8-4315-b4b7-4067405af343&newsession=1&sftc=1&uihit=UnifiedUiHostTeams&muv=v1&accloop=

[21] https://www.coloradocollege.edu/other/antiracism-commitment/goals/goal_2.html

[22] See Appendix C

1&sdr=6&scnd=1&sat=1&rat=1&sams=1&mtf=1&sfp=1&halh=1&hch=1&hmh=1&hsh=1&hwfh=1&hsth=1&sih=1&unh=1&onw=1&dchat=1&sc={"pmo":"https://www.office.com","pmshare":true}&ctp=LeastProtected&rct=Medium&wdorigin=TEAMS-ELECTRON.teamsSdk.openFilePreview&wdhostclicktime=1666726960883&instantedit=1&wopicomplete=1&wdredirectionreason=Unified_SingleFlush

We first recommend that, effective immediately, CC revise parental leave policy language to omit gendered language from all relevant documentation. Specifically, the term "birth mother" should be replaced with "birth giver" or "birthing people" in all instances. We further advocate similar review and update, as appropriate, of parental leave policy language in the Staff Handbook and Faculty Handbook.
Similarly, we advocate that the revised parental leave policy removes the distinction between primary caregivers and secondary caregivers (otherwise termed as birth parent and non-birth parent), in all cases except when referencing medical complications.

- This will better support Colorado College's commitment to diversity and inclusion as it will recognize that not all birth givers are mothers or women and not all families reflect a traditional two parent structure. It will recognize that "family" looks different for everyone and be more inclusive of LGBTQIA+ families.
- Furthermore, removing gendered language will prevent the policy from promoting antiquated and sexist ideas that the birth giver's time with the child is more valuable or that they are always the primary caregiver. Instead, it will put equal value on both parents' time with their child (when applicable).

We also recommend that CC, following the texts of Proposition 118, revise any policy text in the Human Resources policy, Staff Handbook, and Faculty Handbook to include adoptive and foster parents.

- Again, this shows a commitment to diversity that is more inclusive of nontraditional family structures, the various roles CC employees taken to support children, and the LGBTQIA+ community.

b. Recommended expansion and flexibility changes in parental leave benefits (See Appendix B for Proposed Policy Text)

Within the 2023 fiscal year, we first recommend that CC update its parental leave benefits policy to provide qualifying employees with 12 weeks' fully paid parental leave,[23]https://usc-word-edit.officeapps.live.com/we/wordeditorframe.aspx?ui=en-us&rs=en-US&wopisrc=https://cctigers.sharepoint.com/sites/CompensationCommittee-StaffOnly/_vti_bin/wopi.ashx/files/4f39cb1e69444bc9b8ef68045e2d9af8&wdenableroaming=1&mscc=1&hid=6f2e1fad-7e1f-4da8-b2a8-07e6c10f0d98.0&uih=teams&uiembed=1&wdlcid=en-us&jsapi=1&jsapiver=v2&corrid=b73afc4b-46a8-4315-b4b7-4067405af343&usid=b73afc4b-46a8-4315-b4b7-

[23] Under Prop 118, this term is legislatively defined, and we advocate that CC act in accordance with this language here.

4067405af343&newsession=1&sftc=1&uihit=UnifiedUiHostTeams&muv=v1&accloop=1&sdr=6&scnd=1&sat=1&rat=1&sams=1&mtf=1&sfp=1&halh=1&hch=1&hmh=1&hsh=1&hwfh=1&hsth=1&sih=1&unh=1&onw=1&dchat=1&sc={"pmo":"https://www.office.com","pmshare":true}&ctp=LeastProtected&rct=Medium&wdorigin=TEAMS-ELECTRON.teamsSdk.openFilePreview&wdhostclicktime=1666726960883&instantedit=1&wopicomplete=1&wdredirectionreason=Unified_SingleFlush thus making the policy equitable between staff and faculty and equitable for all employees regardless of marital status. Doing so would require CC to absorb the full cost of these leaves for a 6-12 month period before payroll tax receipts become available to qualifying employers, in 2024. However, we recommend these changes as a valuable bridge to a sustained, equitable, supportive, and predictable parental leave policy which will meet and, in limited fashion, exceed[24]https://usc-word-edit.officeapps.live.com/we/wordeditorframe.aspx?ui=en-us&rs=en-US&wopisrc=https://cctigers.sharepoint.com/sites/CompensationCommittee-StaffOnly/_vti_bin/wopi.ashx/files/4f39cb1e69444bc9b8ef68045e2d9af8&wdenableroaming=1&mscc=1&hid=6f2e1fad-7e1f-4da8-b2a8-07e6c10f0d98.0&uih=teams&uiembed=1&wdlcid=en-us&jsapi=1&jsapiver=v2&corrid=b73afc4b-46a8-4315-b4b7-4067405af343&usid=b73afc4b-46a8-4315-b4b7-4067405af343&newsession=1&sftc=1&uihit=UnifiedUiHostTeams&muv=v1&accloop=1&sdr=6&scnd=1&sat=1&rat=1&sams=1&mtf=1&sfp=1&halh=1&hch=1&hmh=1&hsh=1&hwfh=1&hsth=1&sih=1&unh=1&onw=1&dchat=1&sc={"pmo":"https://www.office.com","pmshare":true}&ctp=LeastProtected&rct=Medium&wdorigin=TEAMS-ELECTRON.teamsSdk.openFilePreview&wdhostclicktime=1666726960883&instantedit=1&wopicomplete=1&wdredirectionreason=Unified_SingleFlush legislative requirements in Colorado.

Second, we further recommend that CC simultaneously incorporate the provision that birth givers may claim an additional four (4) weeks' of medical leave in instances when an eligible employee experiences a serious health condition related to pregnancy or childbirth complications, providing a maximum potential leave of 16 weeks. This would advance the goal of promoting the health and welfare of CC employees, and matches the anticipated requirements of Prop 118. Moreover, we believe CC would be likely to incur minimal additional expense by providing this important protective benefit, since such benefits would require medical documentation and likely occur less frequently than the total number of parental leaves documented in §3(a), above.

Third, we further recommend that CC remove the existing requirement that parental leave benefits be taken continuously; doing so will better accommodate diverse family situations and circumstances and will align with Proposition 118's specification that leave need not be taken continuously. We acknowledge that such a change may have differential impacts across faculty and staff-and within specific offices and programs. Therefore, we further recommend that the amended parental leave policy, while preserving this flexibility, continue existing practice which encourages employees to consult with supervisors in determining the scheduling and effect of their leave.

[24] The only additional expense that we recommend, beyond those legislatively mandated, is that CC compensate the full salary of an employee during the leave period. Once enacted, Prop 118 will only require that employers compensate qualified employees to a maximum $1,100 per week during the period of leave.

c. Mid-term changes: Expansion of employee family medical leave benefits (See Appendix B for Proposed Policy Additions)

Finally, we view the expansion of parental leave benefits as an initial step toward provision of broader family medical and other benefits, as will be required by Prop 118 and as is supported by CC faculty. Therefore, we recommend that, in parallel with the revision of parental leave benefits, CC should prepare to provide all benefits contained within the legislative text of Prop 118 at the employee's full salary rate (Prop 118 only mandates that salary during leave be paid in full to $1,100/wk and then at a percentage of the state average thereafter), through a cost-share between the College and the employee. While we acknowledge that providing benefits at employees' full salary will in some instances encumber additional expense, we believe that the covered circumstances are tremendously impactful to CC faculty and staff, who would benefit from the security of their full compensation: serious health conditions; child care obligations; requirements to care for family members with serious health conditions; instances when a family member is on active-duty military status; and instances of domestic violence, stalking, or sexual assault.[25]https://usc-word-edit.officeapps.live.com/we/wordeditorframe.aspx?ui=en-us&rs=en-US&wopisrc=https://cctigers.sharepoint.com/sites/CompensationCommittee-StaffOnly/_vti_bin/wopi.ashx/files/4f39cb1e69444bc9b8ef68045e2d9af8&wdenableroaming=1&mscc=1&hid=6f2e1fad-7e1f-4da8-b2a8-07e6c10f0d98.0&uih=teams&uiembed=1&wdlcid=en-us&jsapi=1&jsapiver=v2&corrid=b73afc4b-46a8-4315-b4b7-4067405af343&usid=b73afc4b-46a8-4315-b4b7-4067405af343&newsession=1&sftc=1&uihit=UnifiedUiHostTeams&muv=v1&accloop=1&sdr=6&scnd=1&sat=1&rat=1&sams=1&mtf=1&sfp=1&halh=1&hch=1&hmh=1&hsh=1&hwfh=1&hsth=1&sih=1&unh=1&onw=1&dchat=1&sc={"pmo":"https://www.office.com","pmshare":true}&ctp=LeastProtected&rct=Medium&wdorigin=TEAMS-ELECTRON.teamsSdk.openFilePreview&wdhostclicktime=1666726960883&instantedit=1&wopicomplete=1&wdredirectionreason=Unified_SingleFlush

Appendix A (of Parental Leave)

In 2020, Colorado voters approved Proposition 118, which establishes broad paid medical and family leave benefits for qualified employees of qualifying employers, to be funded equally through payroll tax and employer contributions.https://usc-word-edit.officeapps.live.com/we/wordeditorframe.aspx?ui=en-us&rs=en-US&wopisrc=https://cctigers.sharepoint.com/sites/CompensationCommittee-StaffOnly/_vti_bin/wopi.ashx/files/4f39cb1e69444bc9b8ef68045e2d9af8&wdenableroaming=1&mscc=1&hid=6f2e1fad-7e1f-4da8-b2a8-07e6c10f0d98.0&uih=teams&uiembed=1&wdlcid=en-us&jsapi=1&jsapiver=v2&corrid=b73afc4b-46a8-4315-b4b7-4067405af343&usid=b73afc4b-46a8-4315-b4b7-4067405af343&newsession=1&sftc=1&uihit=UnifiedUiHostTeams&muv=v1&accloop=1&sdr=6&scnd=1&sat=1&rat=1&sams=1&mtf=1&sfp=1&halh=1&hch=1&hmh=1&hsh=1&hwfh=1&hsth=1&sih=1&unh=1&onw=1&dchat=1&sc={"pmo":"https://www.office.com","pmshare":true}&ctp=LeastProtected&rct=Medium&wdorigin=TEAMS-

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[25] https://leg.colorado.gov/sites/default/files/initiative%2520referendum_2019-2020%20283bb.pdf (at 2).

ELECTRON.teamsSdk.openFilePreview&wdhostclicktime=1666726960883&instantedit=1&wopicomplete=1&wdredirectionreason=Unified_SingleFlush As CC is a qualifying employer under the terms of Prop 118, it will be bound by its provisions for parental, family, and other hardship leave upon enactment. In its current formulation, Prop 118 will require payroll and employee contributions to commence in 2023; beginning January 1, 2024, it will allow eligible employees to claim up to 12 weeks of paid family and medical leave benefits annually under its provisions.https://usc-word-edit.officeapps.live.com/we/wordeditorframe.aspx?ui=en-us&rs=en-US&wopisrc=https://cctigers.sharepoint.com/sites/CompensationCommittee-StaffOnly/_vti_bin/wopi.ashx/files/4f39cb1e69444bc9b8ef68045e2d9af8&wdenableroaming=1&mscc=1&hid=6f2e1fad-7e1f-4da8-b2a8-07e6c10f0d98.0&uih=teams&uiembed=1&wdlcid=en-us&jsapi=1&jsapiver=v2&corrid=b73afc4b-46a8-4315-b4b7-4067405af343&usid=b73afc4b-46a8-4315-b4b7-4067405af343&newsession=1&sftc=1&uihit=UnifiedUiHostTeams&muv=v1&accloop=1&sdr=6&scnd=1&sat=1&rat=1&sams=1&mtf=1&sfp=1&halh=1&hch=1&hmh=1&hsh=1&hwfh=1&hsth=1&sih=1&unh=1&onw=1&dchat=1&sc={"pmo":"https://www.office.com","pmshare":true}&ctp=LeastProtected&rct=Medium&wdorigin=TEAMS-ELECTRON.teamsSdk.openFilePreview&wdhostclicktime=1666726960883&instantedit=1&wopicomplete=1&wdredirectionreason=Unified_SingleFlush It further specifies that this leave need not be taken continuously.

In spring 2022, the Compensation Committee surveyed CC faculty compensation sentiment, and included two questions regarding support for expanding parental and medical leave benefits. In relevant part, these results indicate preliminary support for extending parental and family medical leave benefits, even if (a) such expansion were not explicitly mandated by legislation and (b) doing so could encumber additional expense, to be borne equally by CC and individual employees.

Appendix B (of Parental Leave)

**Proposed outline of additions to policy, to take place in concurrence with Proposition 118:

All employees are offered up to 12 weeks of paid leave to be used in cases that the individual:

- Because of the birth, adoption, or placement of a foster child (regardless of age) (must be used within the first year of the birth, adoption, or placement of a foster child).
- Is caring for a family member with a serious health condition*
- Has a serious health condition*
- Because of any qualifying exigency leave*
- Has a need for safe leave *

*(All terms as defined by Prop 118)

Appendix C (of Parental Leave)

Current Faculty Handbook text:[26]https://usc-word-edit.officeapps.live.com/we/wordeditorframe.aspx?ui=en-us&rs=en-US&wopisrc=https://cctigers.sharepoint.com/sites/CompensationCommittee-StaffOnly/_vti_bin/wopi.ashx/files/4f39cb1e69444bc9b8ef68045e2d9af8&wdenableroaming=1&mscc=1&hid=6f2e1fad-7e1f-4da8-b2a8-07e6c10f0d98.0&uih=teams&uiembed=1&wdlcid=en-us&jsapi=1&jsapiver=v2&corrid=b73afc4b-46a8-4315-b4b7-4067405af343&usid=b73afc4b-46a8-4315-b4b7-4067405af343&newsession=1&sftc=1&uihit=UnifiedUiHostTeams&muv=v1&accloop=1&sdr=6&scnd=1&sat=1&rat=1&sams=1&mtf=1&sfp=1&halh=1&hch=1&hmh=1&hsh=1&hwfh=1&hsth=1&sih=1&unh=1&onw=1&dchat=1&sc={"pmo":"https://www.office.com","pmshare":true}&ctp=LeastProtected&rct=Medium&wdorigin=TEAMS-ELECTRON.teamsSdk.openFilePreview&wdhostclicktime=1666726960883&instantedit=1&wopicomplete=1&wdredirectionreason=Unified_SingleFlush
Colorado College's Parental Leave policy provides a full-time faculty member time away from normal College responsibilities in order to care for and bond with their newborn or newly- adopted child. The paid leave provided by the College is taken concurrently with the first eight weeks of the twelve- week parental leave guaranteed by the Family Medical Leave Act. Faculty members who anticipate taking parental leave should discuss their plans with their department chair, submit any necessary documentation to the Human Resources Office, and request the Dean's approval of the leave. Someone who wishes to take parental leave as a domestic partner must file an Affidavit of Domestic Partnership with the Human Resources Office. Additional information regarding parental leaves is available from the Human Resources Office

Proposed new text in Faculty Handbook: (changes in italics)
Colorado College's Parental Leave policy provides a full-time faculty member with time away from normal College responsibilities in order to care for and bond with a *newly born, adopted, or fostered child.* The paid leave provided by the College is taken *concurrently with Family Medical Leave as described in Proposition 118 and in the federal Family Medical Leave Act.* Faculty members who anticipate taking parental leave should discuss their plans with their department chair, submit any necessary documentation to the Human Resources Office, and request the Dean's approval of the leave. Someone who wishes to take parental leave as a domestic partner must file an Affidavit of Domestic Partnership with the Human Resources Office. Additional information regarding parental leaves is available from the Human Resources Office

[26] Page 31 of the Faculty Handbook

ATTACHMENT 4 – Faculty Salary Report, 9 November 2022

MEMORANDUM

DATE: 9 November 2022

TO: Campus Budget Committee, Lori Seager and Mike Tabor, co-chairs

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

FROM: Faculty Salary Subcommittee of the Compensation Committee
Dennis McEnnerney (chair), Phoebe Lostroh, Guanyi Yang, and Nate Bower

SUBJECT: Faculty Salary Recommendations in Response to the Annual Charge

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EXECUTIVE SUMMARY

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

- Concerning compensation for contingent faculty members:

    1. Establishing a transparent salary pool and model.
    2. Undertaking a study, with the Compensation Committee, to determine how best to maintain such a pool and model in a sustainable and equitable manner.
    3. Giving some form of representation on or to the Compensation Committee by lecturers, since they tend to be the ongoing, "regular" faculty among the contingent faculty.

- Concerning compensation for faculty in general (and in some cases, staff):

    1. Maintaining the faculty salary model with a 2% progression increase for all faculty members who meet performance expectations.
    2. Eliminating progression for faculty who have either received 41 years of progression or who have begun mandatory withdrawals from their TIAA retirement fund (whichever comes first).
    3. Giving assistant professors a one-year bonus of 1% to keep their salaries competitive with our peers, along with a commitment to re-examine our competitiveness next year and consider an across-the-board progression increase, if needed, to maintain competitive salaries and avoid compression in the ranks.
    4. Committing, on the part of the administration to help the Faculty Salary Committee eliminate outliers in our database so that we may make more realistic comparisons with our peers.
    5. Giving the maximum cost of living increase that the budget can bear, given that actual cost of living in Colorado Springs may have increased up to 9.3% this year.
    6. Immediately increasing to 11.1% in the College's contributions to TIAA for all employees, thereby matching the average of our peers.

7. Committing, on the part of the administration, to study with the Compensation Committee and the FEC Budget and Planning Subcommittee how the College may compensate employees for the suspension of the College's TIAA contributions at the height of the pandemic.
8. Increasing the College's medical benefits as percentage of salary to match or exceed the average of peers by absorbing the employee contribution to Proposition 118 medical leave benefits.

- Concerning the Staff Salary Committee's recommendations that affect faculty as well as staff members:

    1. Implementing last year's parental leave policy recommendations, described in detail as priority four in the Staff Salary Committee's report – this is program that we strongly support.

BACKGROUND

The Compensation Committee is charged by the Faculty Handbook, among other things, with responsibility for "reviewing current and proposed allocation of the salary pool as well as all benefits, including retirement programs for faculty and staff."[27] The Faculty Salary Committee, a subcommittee of the campus Budget Committee, is given the additional specific responsibility of providing a salary report to the faculty and administration every fall. That report has also to address 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."[28] 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."[29] To those ends, we include the AAUP report as Appendix 6, and we are copying this memorandum to the FEC Budget and Planning Subcommittee, with which our Committee has met and shared our findings as they developed. We note that we believe that we have responded to the concerns of the AAUP, whose contributions to this process we appreciate. Finally, we held a forum open to all faculty members at which we received very helpful comments and suggestions, most of which we have incorporated in this report.

DATA COLLECTION AND ANALYSIS

Having collected data for average and median salaries from our 15 peer institutions for all ranks, as well as data concerning Colorado College's average and median salaries, standard deviations, and comparative data on benefits and inflation,[30] the Faculty Salary Committee has developed the recommendations in this report.

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[27] *Faculty Handbook*, pp. 56-7.
[28] Campus Budget Committee, "Fall Charge to the Compensation Committee," 15 September 2022.
[29] *Faculty Handbook*, pp. 27-28.
[30] See Appendix 1.

Limitations: Our analysis is limited in some respects because of gaps in the data concerning non-tenure-line or contingent faculty members. We lack information about medians and standard deviations for lectures and full-year visitors. Also, the Faculty Salary Committeee has only limited ability to determine how local area expenses compare with those of our peers.[31]

CHALLENGES IDENTIFIED

1. As seen in Appendix 1, our tenure-line salaries (reported in 1000s) remained relatively close to those of our peers in 2021-22, though assistant professors trailed as follows:

Peer mean:	$87.2
Peer median:	$89.3
CC mean:	$86.3

2. Our projections of peer salaries for 2022-2[32] exceed our 2022-23 actual salaries:

	Peer	CC
Professor	$143.7	$141.3
Associate	$106.9	$106.1
Assistant	$ 89.0	$ 87.7

3. It has proven difficult to make comparisons with peers for Lecturers and full-year Visitors, since the administration has not provided us with key data for this group, arguing that their small numbers (12 total lecturers, of which only 7 were full-time and therefore included in the AAUP data) raise privacy concerns. Our estimate, based on AAUP data, put the average salaries for lecturers and full-year visitors at $66,700. If that number is correct, our compensation trails that of our peers significantly now and has for many years in the past:

Peer reported 2021-22	$75.4
CC reported 2021-22	$65.9
Peer projected 2022-23	$77.3
CC actual 2022-23	$66.7

   The data here are complicated, since there are several lecturers who do not teach 6 blocks or more, at least some of whom appear to be compensated on an annual basis at significantly higher rates than the mean reported for full-time lecturers to the AAUP. However, in our view, those individuals should be treated as outliers and excluded from our comparisons, just as we exclude the highest paid full professors who appear in IRS 990 reports when calculating mean salaries for full professors.

4. CC's retirement benefits (as a percentage of salary)[33] trail those of our peers:

[31] See Appendices 2 and 3 for details. We have relied on data from Zillow to calculate housing costs.
[32] See Appendix 4 for details.
[33] See Appendix 5 for details.

CC percentage	10.2%
Peer percentage	11.1%

In addition, during 2021-22, when the College's contribution was temporarily suspended, CC's annual compensation as a percentage of salary fell to 7.5%

5. Medical benefits[34] also trail those of our peers:

CC medical	10.9%
Peer medical	11.5%

6. Overall cost of living in Colorado Springs[35] remains competitive, if housing and transportation are discounted. However, when housing and transportation are added in, the cost of living in Colorado Springs is 5-10% higher than that in our peer institutions' regions. These higher expenses affect most the faculty and staff who are just entering the local real estate market or, especially, who are renting.

RECOMMENDATIONS

<u>Contingent Faculty</u>

a. Our first recommendation concerns lecturers and year-long visitors, whose salaries appear not to be part of the faculty salary pool, and who consequently have not typically been the focus of Faculty Salary Committee reports. The reported AAUP data suggest these colleagues, whom we recognize are a subset of the full lecturer cohort, have fallen behind those at peer institutions. As a result, the Committee is concerned that this group of faculty members may not be equitably compensated. There are at least three significant problems here:

   1) How the compensation of these colleagues is established is unclear, and the 10-year data suggests that their salaries have not been significantly adjusted over time. In other words, to our knowledge, there does not appear to be any systematic process for establishing and adjusting compensation.
   2) How their compensation is budgeted remains very unclear. It appears that they may be somehow in the faculty salary pool, but not part of the faculty salary model.
   3) We lack complete and reliable data on their compensation since the administration, in the name of privacy, has not shared vital information with the Committee. Comparisons using AAUP and IPEDS data are made even more difficult since definitions of "lecturer" and the like vary across institutions.

   Consequently, **our first recommendation is that *either* a separate contingent faculty salary pool and model be established for lecturers and visitors, *or* they be integrated in an equitable and sustainable manner in the faculty salary pool and model**. In

[34] See Appendix 5 for details.
[35] See Appendices 2 and 3 for details.

either case, the Faculty Salary Committee should be given the job of oversight of their compensation in a manner comparable to its oversight of the regular faculty salary pool and model.

b. Given the problems establishing a competitive, equitable salary model for contingent faculty, we also strongly recommend that **a longer-term study be undertaken to see how best to address the compensation needs of these colleagues**. We suggest that some form of regular progression, peer comparison, and cost of living adjustments be built into a model for financing pay in this sector of the College. In addition, we think it important the College regularly undertake comparisons with our 15 peer institutions and make cost of living adjustments for block visitors.

c. Our third recommendation concerning contingent faculty is that **a representative from among the lecturers be included on the Compensation Committee**; or if that is not feasible given their small numbers, an annual meeting in block 1 of lecturers and long-term visitors with the Faculty Salary Subcommittee be established so that their concerns and needs may be articulated.

<u>Tenure-line Faculty Salary Recommendations</u>

a. We strongly recommend reinforcement of the faculty salary model by **maintaining an annual 2% progression for faculty** who meet performance expectations in the areas of teaching, scholarship, and service, combined with continued equal pay scales across the disciplines. For faculty who do not meet performance expectations, however, reduced or no progression is appropriate. Consistent support of the faculty salary model gives faculty colleagues the security and stability that allows them to dedicate themselves to teaching, research (if tenure-line), and service, without great worries about financing themselves and their families. In addition, when articulated clearly and reinforced in practice, the faculty salary model can raise morale and build loyalty to the institution.

b. Since the faculty salary model is based on 35 years of progression, **we also strongly recommend that progression be eliminated for individuals who have achieved the AAUP-recommended doubling of the entry-level salary**. Because, over the course of decades, there will likely be several years during which cost of living adjustments will trail actual inflation, we recommend using the AAUP's goal of doubling entry-level salaries in 41 years. Consequently, we argue that individuals who have been in tenure lines for more than 41 years, or who have begun taking mandatory withdrawals from their TIAA accounts, receive no progression. (We add the latter caveat since some colleagues hired at mid-career may never get close to 41 years of service, but nevertheless may have salaries at the higher end of the pay scale.) We view this recommendation as vital since the salaries paid to the faculty at the top of the scale approach three times the entry-level salary, which means that one faculty member occupies the equivalent of up to three faculty salaries, greatly limiting the ability of the College to renew its faculty.

c. **Because assistant professors have been trailing our peers, we recommend a one-year 1% bonus to help bring their salaries in line with those of our peers.** An alternative would be to give assistants an additional 1% of progression. We chose the first alternative because the second would almost certainly create compression in the ranks, requiring adjustments to progression for associates and full professors in subsequent years. Next year, if assistants' salaries continue to trail those at our peers, we recommend considering an equal increase in progression across all ranks. Given that the cost of living in Colorado Springs has risen sharply – particularly the cost of housing and rent for individuals new to the market – we believe it essential now to help out our lower-paid assistants who are more likely to need extra income (as opposed to longer-term faculty, who are more likely to have purchased homes earlier).

d. We recommend that outliers in all ranks be identified for two reasons:

1) Their inclusion in the data may distort means, making comparisons with our peer institutions suspect. **Individuals who become significant outliers should be removed from the data used to allow us to make more realistic comparisons**. Also, after removing high-end outliers, individuals and groups who continue to fall well below their peers should be identified, and adjustments be considered, if they have regularly met performance expectations.
2) We also recommend that the Dean encourage assistants and associates who have been in a rank beyond the expected time receive encouragement and support to help them advance to the next rank.

e. Given that inflation has been extraordinarily high this year (6.2% PCE, 8.3% CPI, and 9.6% local cost of living), **we recommend that the maximum cost of living increase that the budget can bear** be given to both faculty and staff.

f. The Committee is also concerned about how retirement benefits trail those of our peers, which is compounded by the ongoing loss incurred by colleagues whose College TIAA contributions were suspended during the COVID crisis. Consequently, we strongly recommend:

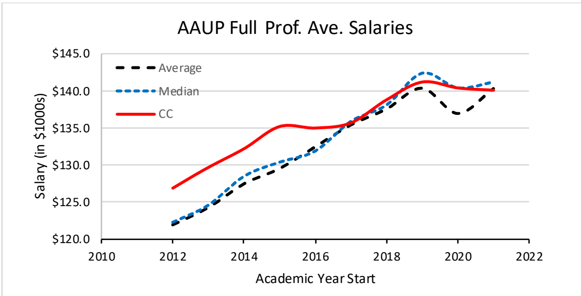
- **An immediate increase in retirement benefits to 11.1%** in order to match those of our peers received in 2021-22.
- A commitment to **study how to make good on at least some of the losses** incurred by those individuals whose benefits were suspended, such as a temporary across-the-board increase of 0.25 or 0.5% for a number of years.

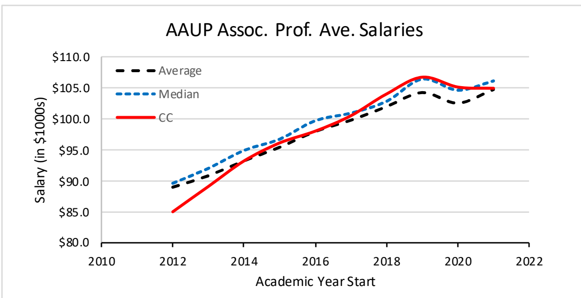
Given the strains caused by inflation, we recognize that the latter additional increase may not be sustainable in the current environment. However, we believe that committing to a study of how to finance such a change, combined with an immediate increase to match our peers, could help lift morale among both faculty and staff members.

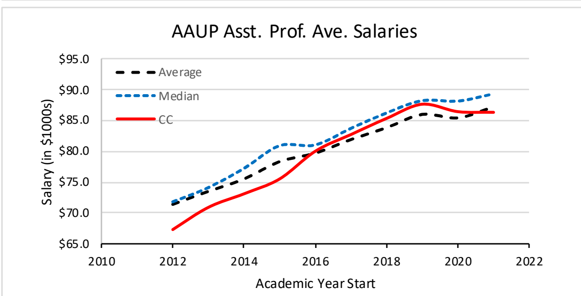
g. Finally, the College also trails our peers significantly in medical benefits. We believe an easy way to make up that difference would be for **the College to commit to financing both employer and employee contributions to Proposition 118 leave benefits**. Such a commitment would be especially important to the faculty and staff at the lower ends of the pay scales.

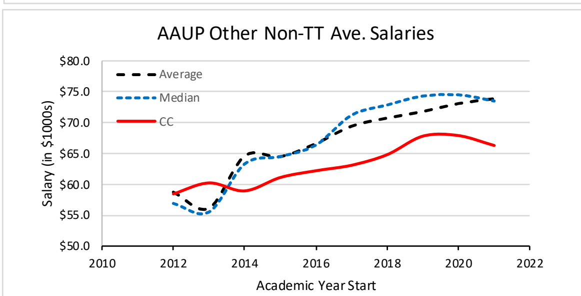
Appendix 1: Peer Group Comparisons, 2021-22

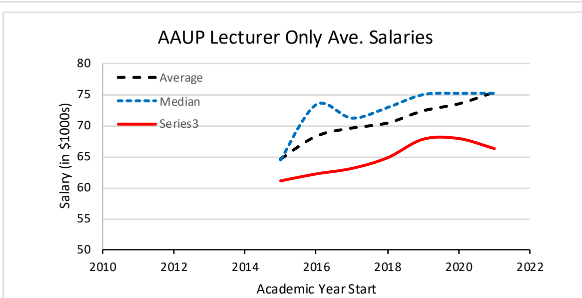
Compensation for Full-Time Faculty, by Institution for 2021-2022									(Note: all $ values are divided by 1000.)									
Private Institutions:	Bates	Bowdoin	Carleton	Colby	Colgate U	C Holy Cross	Davidson	Hamilton	Kenyon	Lafayette	Macalester	Middlebury	Pitzer	Wesleyan-	Whitman	Comp. College's		CC
PI=Independent; PR=Religious	PI	PI	PI	PI	PI	PR	PI	PI	PI	PR	PR	PI	PI	MA-PI-U	PI	Mean	Median	PI
Full (PR)	138	153.8	139.9	149.1	155.4	139.4	141.2	147.1	99.3	147.6	127.8	141	149.3	160.4	115.4	140.3	141.2	140.1
Assoc. (AO)	106.7	123.7	107.9	108.7	111.3	106.1	102.5	105.5	82.2	105	96	106.2	105.8	114.3	88.9	104.7	106.1	104.9
Asst. (AI)	88.6	96.5	89.3	89.8	95.7	91.1	83.2	85.7	70.1	85.2	81	91.2	91.1	94	75.1	87.2	89.3	86.3
Lecturer (LE)	70.3	69.8	69.4	73.5	70.5	65.2	61.9	72.3	63.9	74.3	63.1	84.4	69.5		60.8	69.2	69.7	65.4
Instruct. (IN = Adj. & Instrcutors)	86.8	89	81.3		66.7		65.6					83.2	75.2		64.3	76.5	78.3	
No Rank (NR)												61		83.7		72.4	72.4	66.3
All Ranks (AR)	103	120.2	117.2	110.7	110.3	107	108.2	107.3	84.1	109.6	98.7	113.2	116.8	113.2	89.7	107.3	109.6	104.9
Retirement (% of Salary)	11.2	12.8	10	8.8	11.5	17.9	9.8	10.4		9.5	10	12.9	11.5	9.5	10.2	11.1	10.3	10.2
Medical (% of Salary)	11.3	9.7	13.2	13.4	7.4	12.7	6.8	7.7	14.7	9.3	13.2	12.7	11.3	14.3	11.5	11.3	11.5	10.9
Total People	175	204	217	222	334	278	198	203	186	243	199	306	87	402	153	228.7	207.0	212
% Tenured (T = Full & Assoc.)	52	60.3	61.3	53.2	54.2	65.5	60.1	51.7	61.3	62.6	61.3	60.5	63.2	48	67.3	58.8	60.5	56.6
% Tenure-Track (TT = Asst.)	20.6	23	16.6	29.7	21.3	14.4	22.7	27.6	21	28	16.6	26.1	19.5	19.9	13.7	21.4	21.0	32.1
% Non-tenured (NTT)	27.4	16.7	22.1	17.1	24.6	20.1	17.2	20.7	17.7	9.5	22.1	13.4	17.2	32.1	19	19.8	19.0	11.3
No. of Full listed on IRS990's	3	1	1	3	2	2	0	5	2	2	2	2	4	3	3	2.3	2.0	3
As a % of tenured faculty	3.30	0.81	0.75	2.54	1.10	1.10	0.00	4.76	1.75	1.31	1.64	1.08	7.27	1.55	2.91	2.13	1.55	1.55


AAUP Full Prof. Ave. Salaries
Average
Median
CC
Salary (in $1000s)
$145.0
$140.0
$135.0
$130.0
$125.0
$120.0
2010
2012
2014
2016
2018
2020
2022
Academic Year Start


AAUP Assoc. Prof. Ave. Salaries
Average
Median
CC
Salary (in $1000s)
$110.0
$105.0
$100.0
$95.0
$90.0
$85.0
$80.0
2010
2012
2014
2016
2018
2020
2022
Academic Year Start


AAUP Asst. Prof. Ave. Salaries
Average
Median
CC
Salary (in $1000s)
$95.0
$90.0
$85.0
$80.0
$75.0
$70.0
$65.0
2010
2012
2014
2016
2018
2020
2022
Academic Year Start


AAUP Other Non-TT Ave. Salaries
Average
Median
CC
Salary (in $1000s)
$80.0
$75.0
$70.0
$65.0
$60.0
$55.0
$50.0
2010
2012
2014
2016
2018
2020
2022
Academic Year Start


AAUP Lecturer Only Ave. Salaries
Average
Median
Series3
Salary (in $1000s)
80
75
70
65
60
55
50
2010
2012
2014
2016
2018
2020
2022
Academic Year Start

Everyone has seen a significant loss in buying power.

"Constant"/"Real" Dollar (PCE) Normalized Salaries

PCE-index		Mean	Median	Colo Coll	Yr-start
(Used mid-academic yr = January)					
100.787	1	$121.95	$122.30	$126.90	2012
102.278	1.014794	$122.47	$122.78	$127.81	2013
102.465	1.016649	$125.40	$126.40	$130.04	2014
103.242	1.024358	$126.45	$127.30	$131.99	2015
105.408	1.045849	$126.67	$126.12	$129.08	2016
107.362	1.065237	$127.13	$127.58	$127.39	2017
108.977	1.08126	$127.22	$127.72	$128.37	2018
110.944	1.100777	$127.52	$129.36	$128.27	2019
112.583	1.117039	$122.60	$125.69	$125.69	2020
119.469	1.185361	$118.37	$119.12	$118.19	2021
100.787	1	$88.96	$89.60	$85.00	2012
102.278	1.014794	$89.48	$90.66	$87.80	2013
102.465	1.016649	$91.69	$93.35	$91.67	2014
103.242	1.024358	$93.13	$94.40	$93.81	2015
105.408	1.045849	$93.66	$95.33	$93.70	2016
107.362	1.065237	$93.65	$94.72	$94.35	2017
108.977	1.08126	$94.29	$95.07	$96.18	2018
110.944	1.100777	$94.68	$96.66	$96.93	2019
112.583	1.117039	$91.77	$93.64	$94.09	2020
119.469	1.185361	$88.34	$89.51	$88.50	2021
100.787	1	$71.39	$71.80	$67.30	2012
102.278	1.014794	$72.42	$73.02	$69.87	2013
102.465	1.016649	$74.25	$75.94	$71.90	2014
103.242	1.024358	$76.46	$78.98	$73.70	2015
105.408	1.045849	$76.18	$77.45	$76.49	2016
107.362	1.065237	$76.87	$78.57	$77.64	2017
108.977	1.08126	$77.50	$79.72	$78.89	2018
110.944	1.100777	$78.10	$80.13	$79.58	2019
112.583	1.117039	$76.45	$78.87	$77.35	2020
119.469	1.185361	$73.54	$75.34	$72.80	2021
100.787	1	$58.73	$56.90	*$58.46*	2012
102.278	1.014794	$55.31	$54.69	*$59.35*	2013
102.465	1.016649	$63.54	$62.26	*$57.97*	2014
103.242	1.024358	$62.93	$62.97	$59.65	2015
105.408	1.045849	$63.69	$63.44	$59.47	2016
107.362	1.065237	$65.16	$66.84	$59.24	2017
108.977	1.08126	$65.41	$67.38	$59.93	2018
110.944	1.100777	$65.21	$67.50	$61.59	2019
112.583	1.117039	$65.43	$66.69	$60.79	2020
119.469	1.185361	$62.32	$62.01	$55.93	2021

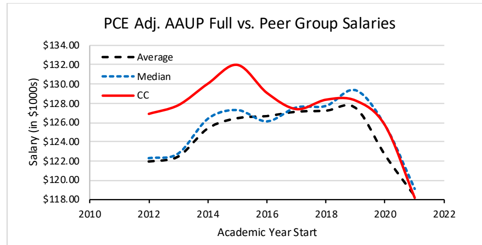
IPEDS data used for 2012-14 for CC
As CC claimed no "Instructors"
(AAUP did not collect good data
for these faculty until it asked for
Instructors, Lecturers, No Rank, etc.)

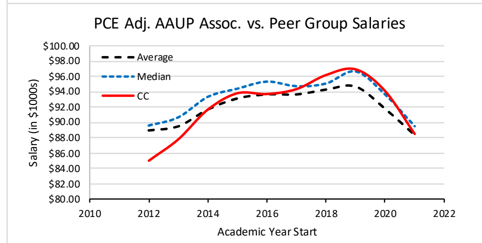
Lecturers are paid 10% less than their peer group.
Lecturers are not getting any real progression.

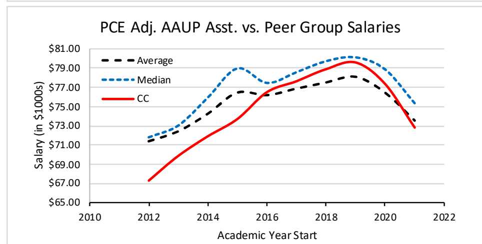
Annualized Block Visitor Salaries (and they get no benefits)

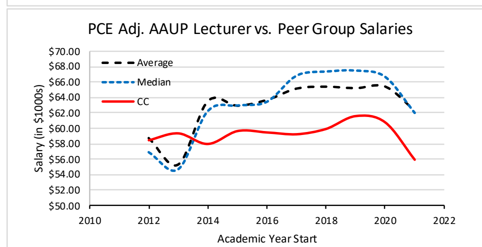
Mid-Full Visitor (x 6 Blocks) =	$43.2	2022
Mid-Assoc Visitor (x 6 Blocks) =	$39.0	2022
Mid-Asst Visitor (x 6 Blocks) =	$34.2	2022
ABD Visitor (x 6 Blocks) =	$31.2	2022
MA/MS Visitor (x 6 Blocks) =	$28.8	2022
Min salary for exempt employees =	$35.6	2012
($684/wk is the minimum.)	$35.6	2013
	$35.6	2014
	$35.6	2015
	$35.6	2016
	$35.6	2017
	$35.6	2018
	$35.6	2019
	$35.6	2020
	$35.6	2021
	$35.6	2022

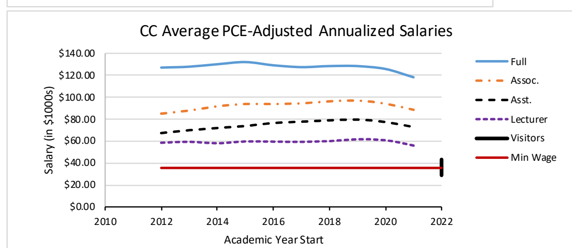
It appears Visitors are often paid below the Federal Minimum salary for exempt employees.
It seems they should be paid at least the starting salary of their commenserate rank (tho w/o benefits).
https://sbshrs.adpinfo.com/blog/exempt-employees-minimum-salary-requirements-for-2022











https://www.bls.gov/regions/mid-atlantic/data/consumerpriceindexhistorical_us

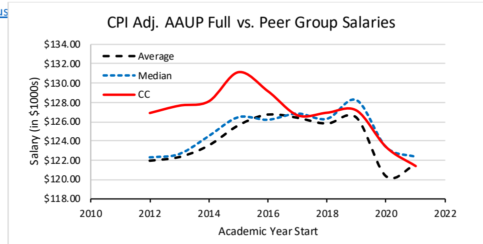
<u>Everyone</u> has seen a significant loss in buying power.

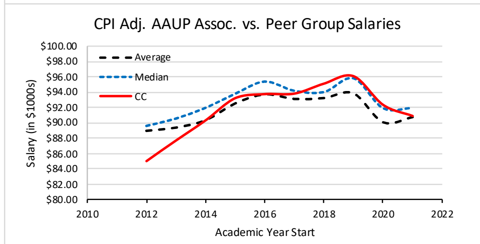
<u>"Constant" Dollar (CPI-U-Jan) Normalized Salaries</u>

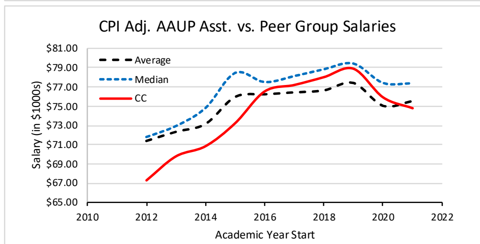
CPI-U-index		Mean	Median	Colo Coll	Yr-start
(Used mid-academic yr = Jan; no seasonal adjustment)					
226.665	1	$121.95	$122.30	$126.90	2012
230.28	1.015949	$122.33	$122.64	$127.66	2013
233.916	1.03199	$123.53	$124.52	$128.10	2014
233.707	1.031068	$125.63	$126.47	$131.13	2015
236.916	1.045225	$126.74	$126.19	$129.16	2016
242.839	1.071356	$126.40	$126.85	$126.66	2017
247.867	1.093539	$125.79	$126.29	$126.93	2018
251.712	1.110502	$126.41	$128.23	$127.15	2019
257.971	1.138116	$120.33	$123.36	$123.36	2020
261.582	1.154047	$121.58	$122.35	$121.40	2021
226.665	1	$88.96	$89.60	$85.00	2012
230.28	1.015949	$89.38	$90.56	$87.70	2013
233.916	1.03199	$90.33	$91.96	$90.31	2014
233.707	1.031068	$92.53	$93.79	$93.20	2015
236.916	1.045225	$93.72	$95.39	$93.76	2016
242.839	1.071356	$93.12	$94.18	$93.81	2017
247.867	1.093539	$93.23	$94.01	$95.10	2018
251.712	1.110502	$93.86	$95.81	$96.08	2019
257.971	1.138116	$90.07	$91.91	$92.35	2020
261.582	1.154047	$90.74	$91.94	$90.90	2021
226.665	1	$71.39	$71.80	$67.30	2012
230.28	1.015949	$72.34	$72.94	$69.79	2013
233.916	1.03199	$73.15	$74.81	$70.83	2014
233.707	1.031068	$75.96	$78.46	$73.23	2015
236.916	1.045225	$76.23	$77.50	$76.54	2016
242.839	1.071356	$76.43	$78.13	$77.19	2017
247.867	1.093539	$76.63	$78.83	$78.00	2018
251.712	1.110502	$77.41	$79.42	$78.88	2019
257.971	1.138116	$75.03	$77.41	$75.91	2020
261.582	1.154047	$75.54	$77.38	$74.78	2021
226.665	1	$58.73	$56.90	$58.46	2012
230.28	1.015949	$55.24	$54.63	$59.28	2013
233.916	1.03199	$62.60	$61.34	$57.10	2014
233.707	1.031068	$62.52	$62.56	$59.26	2015
236.916	1.045225	$63.73	$63.48	$59.51	2016
242.839	1.071356	$64.79	$66.46	$58.90	2017
247.867	1.093539	$64.68	$66.62	$59.26	2018
251.712	1.110502	$64.64	$66.91	$61.05	2019
257.971	1.138116	$64.22	$65.46	$59.66	2020
261.582	1.154047	$64.01	$63.69	$57.45	2021

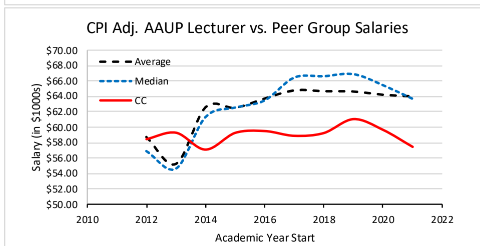
IPEDS data used for 2012-14 for CC
As CC claimed no "Instructors"
(AAUP did not collect good data
for these faculty until it asked for
Instructors, Lecturers, No Rank, etc.)

Lecturers are paid 10% less than their peer group.
Lecturers are not getting <u>any</u> real progression.



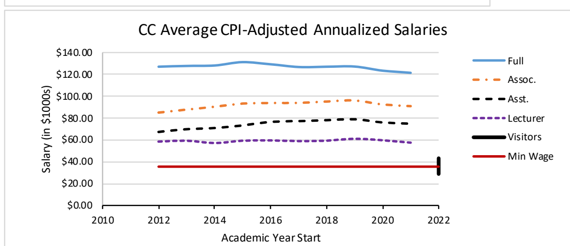






<u>Annualized Block Visitor Salaries (and they get no benefits)</u>

Mid-Full Visitor (x 6 Blocks) =	$43.2	2022
Mid-Assoc Visitor (x 6 Blocks) =	$39.0	2022
Mid-Asst Visitor (x 6 Blocks) =	$34.2	2022
ABD Visitor (x 6 Blocks) =	$31.2	2022
MA/MS Visitor (x 6 Blocks) =	$28.8	2022
Min salary for exempt employees =	$35.6	2012
($684/wk is the minimum.)	$35.6	2013
	$35.6	2014
	$35.6	2015
	$35.6	2016
	$35.6	2017
	$35.6	2018
	$35.6	2019
	$35.6	2020
	$35.6	2021
	$35.6	2022



It appears Visitors are often paid below the Federal Minimum salary for exempt employees.
It seems they should be paid at least the <u>starting salary</u> of their commenserate rank (tho w/o benefits).
https://sbshrs.adpinfo.com/blog/exempt-employees-minimum-salary-requirements-for-2022

Appendix 2: Local Cost of Living in Comparative Perspective - Summary

COST OF LIVING COMPARISONS

PEER AVERAGE	COS - 80903	RATIO COS/MEAN	RATIO COS/MEDIAN
103.00	108.30	1.05	1.10

The overall index of the cost of living for CC versus our peer group is 1.05 times higher than the mean and 1.10 times higher than the median – that is, our cost of living index is 5 to 10% higher than that of the comparable schools. Two areas are significantly more expensive here:

- Housing
- Transportation

Living further away in El Paso County to lower costs is not a viable option:

- Peers: drops cost of housing 11.1% on average
- CC: raises cost by 7.6%
- Differential: 18.7% on average (30% if medians are used)
- But note: it is possible that commuting from Teller, Douglas, or Pueblo counties might be lower.

If we deduct the cost of housing and transportation, the cost of living in Colorado Springs is significantly lower than the cost at our peer institutions – which means cost of living increases hit those renting and new to the real estate market hardest. Which, in general, means assistant professors.

Appendix 3: Local Cost of Living – Detailed Calculations

Cost of Living Calculated for each City or Zip Code for 2022

(Calculations done April 18 and 19, 2022)

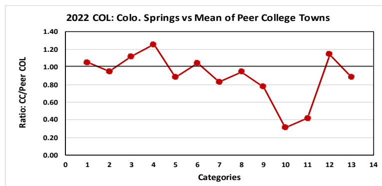
																Means	80903			all of CS	Medians
Zillow in 2021 (Ave of Jul-Sept)	223,545	399,003	336,128	196,704	225,692	276,598	488,786	237,509	268,588	188,447	431,869	354,053	850,667	286,553	344,741	340,592	397,216			454,983	286,553
Zillow in 2022 (Ave of Jul-Sept)	264,606	453,930	364,106	225,316	268,860	311,797	604,697	260,865	306,349	217,255	453,269	402,738	934,817	318,456	420,039	387,140	439,725			516,429	318,456
% increase	15.52	12.10	7.68	12.70	16.06	11.29	19.17	8.95	12.33	13.26	4.72	12.09	9.00	10.06	17.93	12.19	9.67			11.86	12.10
% diff for county vs zipcode	-14	-9	-11	3	-34	34	-37	-32	-35	40	-33	-19	-11	14	-22	-11.1	7.60	Diff =	18.71	On average, other schhols can live	-14.16
Zillow % increase since April 2022	30.09	19.49	11.04	36.06	46.92	-5.83	30.35	-37.37	39.57	-19.86	68.06	36.85	15.54	27.08	31.84	22.0	7.02			further away for lower housing.	30.09
Median home cost by county in 8/22	$227,150	$414,210	$322,940	$231,120	$177,730	$419,000	$379,830	$176,110	$197,820	$304,520	$304,700	$327,690	$830,890	$362,890	$328,050		$473,160				
County =	Androscogg	Cumberlan	Rice	Kennebec	Madison	Worcester	Mecklenbu	Oneida	Knox	Northampt	Ramsey	Addison	Los Angeles	Middlesex	Walla Walla		El Paso				
	Bates	Bowdoin	Carleton	Colby	Colgate U	C Holy Cros	Davidson	Hamilton	Kenyon	Lafayette	Macaleste	Middlebur	Pitzer	Wesleyan-	Whitman	Average	CC	Ratio of			Median
Zip Code	4240	4011	55057	4901	13346	1610	28035	13323	43022	18042	55105	5753	91711	6459	99362		80903	Col. Spr.			
State	ME	ME	MN	ME	NY	MA	NC	NY	OH	PA	MN	VT	CA	CT	WA		CO	to others			
w/o Child Care & Taxes (see below)	Lewiston	Brunswick	Northfield	Waterville	Hamilton	Worcester	Davidson	Clinton	Gambier	Easton	St. Paul	Middlebury	Claremont	Middleton	Walla-Walla	Mean	Col. Spr.s	CS/Mean	CS/Median		Median
Overall Index	86.1	106.4	102.4	78.7	84.6	105.1	116.8	124.1	86.9	96.9	98.6	97.2	165.7	102.6	93.6	103.0	108.3	1.05	1.10		98.6
Food & Groceries	105	109.7	101.2	104.5	100.6	105.2	103.2	106.2	101.3	101.6	100.2	109.1	103.3	105.3	99.6	103.7	98.4	0.95	0.95		103.3
Housing (Homeowner)	64.1	116.8	116.4	50.3	72.6	106.6	162.3	145.6	96.7	48.2	94.7	105.8	294.3	88.7	108.3	111.4	124.5	1.12	1.18	Rentals are higher on average	105.8
Median Home Cost (by zip code)	$203,400	$379,900	$327,900	$165,600	$183,000	$331,100	$463,900	$416,500	$219,500	$271,100	$269,700	$294,300	$809,100	$250,600	$318,600	$326,947	$410,900	1.26	1.40	New homeowner hit hardest	$294,300
Utilities	105.9	104.9	96	106.5	99.9	107.4	98.3	121.9	102.9	102.1	97.5	117.6	103.6	120	84.7	104.6	92.4	0.88	0.89		103.6
Transportation	76.9	77.2	100.1	63	77.7	95.4	95.6	121.9	75.7	91.1	109.6	59	151.2	102.4	72.3	91.3	95.1	1.04	1.04	Especially if you live far away	91.1
Health	96.2	90.5	86.8	93.6	111.3	96.1	95	126.5	99	102.7	76.1	128.4	86.7	119.5	87.2	99.7	82.6	0.83	0.86		96.1
Miscellaneous	98.8	108.3	101	97.8	98.1	106.1	99.6	104.9	97.1	102	108.5	101.6	104	111.6	96.8	102.4	96.7	0.94	0.95		101.6
State Income Tax (%) on ~$100K	7.15	7.15	7.5	7.15	6.25	5	4.99	6.25	3.8	3.07	7.5	7.5	9.3	5.75	0	5.9	4.55	0.77	0.73		6.3
Property tax (%)/zip code/county	1.71	1.39	1.08	1.37	2.53	1.49	1.05	2.56	1.21	1.99	1.08	1.91	0.72	1.95	1.14	1.55	0.48	0.31	0.35		1.39
(Effective tax on a median home)	$3,478	$5,281	$3,541	$2,269	$4,630	$4,933	$4,871	$10,662	$2,656	$5,395	$2,913	$5,621	$5,826	$4,887	$3,632	$4,706	$1,972	0.42	0.40	Low rate amortizes house cost over 40 yrs	$4,871
Sales Tax by zip code/county	5.50	5.50	7.38	5.50	8.00	6.25	7.25	8.75	7.25	6.00	7.88	7.00	10.25	6.35	8.90	7.18	8.20	1.14	1.13		7.25
Day Care/week/child by zip code	$173	$216	$261	$171	$223	$293	$445	$178	$229	$180	$95	$152	$321	$279	$252	$231	$204	0.88	0.91		$223

(WA only taxes cap gains)

https://smartasset.com/taxes/maine-property-tax-calculator
https://taxfoundation.org/publications/state-individual-income-tax-rates-and-brackets/
https://www.salestaxhandbook.com/calculator
https://www.bestplaces.net/cost-of-living/
https://www.care.com/app/enrollment/seeker/cc/tax-calculator
https://www.nerdwallet.com/mortgages/how-much-house-can-i-afford/calculate-affordability

Generally, our costs are lower, **IF** you bought a house before the sudden increase in housing costs.

Estimated "affordable" house cost
$260,000 $60K down, 30 y @ 5.4%, on $86K salary
$374,000 $110K salary



Appendix 4: Salary Projections with Possible Cost of Living Adjustments

Faculty Salary Projections for 2023-24								
	Peer Group Averages		**CC Ave.**	**Given Ave.s**	**Projections**	**Projections**	**Projections**	**Notes and Comments**
	AAUP	Projected	**AAUP**	(2022-2023)	2023-2024	2023-2024	2023-2024	Consumer Price Index, CPI for 9/2022 = 8.2%
	2021-22	2022-23	**2021-22**	Colorado Coll	6.2% PCE +	8.3% CPI +	9.6% Local	Personal Consumption Expenditure, PCE = 6.2%
				Actual Ave.s	2% progress	2% progress	2% progress	Cost of housing increase projections = 2.9%
				as of 9/29/22	Est. Ave.s	Est. Ave.s	Est. Ave.s	Cost of rentals increase projection = 6.6%
Full (PR)	140.3	143.7	140.1	141.3	153.1	156.0	157.9	(Full need 0.14% peer adjustment)
Assoc. (AO)	104.7	106.9	104.9	106.1	114.9	117.1	118.5	(0% peer adjustment this year)
Asst. (AI)	87.2	89.0	86.3	87.7	95.8	97.6	98.7	(Recommend Asst. get 1% peer adjustment)
Lecturers (LE) ***(No data for 2022-23.)***	76.5	78.1	66.3	***66.7***	***82.8***	***84.4***	***85.4***	***Unclear if LE, IN, NR are in the faculty pool: these***
No Rank (NR) & IN = 1 yr Visitors? ***(No data for 2022-23)***			IN = 65.4	***66.7***	***82.8***	***84.4***	***85.4***	***are recommended, peer-based projected salaries.***
Ave Retiree salary @ 50%				70.6	76.5	78.0	78.9	
Retirement (% of Salary)			**CC AAUP**	10.2	10.2	10.2	10.2	*Lecturers are on-going, though not*
Medical (% of Salary)			**2020-21**	10.9	10.9	10.9	10.9	*tenured. They **SHOULD** be getting*
Total People			IN = 64.6	236.0	240.5	240.5	240.5	*progression and inflation. Their salary*
% Tenured (Full & Assoc.)			LE = 67.9	57.2	0.0	0.0	0.0	*ranges are not on the HR website, but*
% Tenure-Track (Asst.)			NR = 63.8	23.3	0.0	0.0	0.0	*they should be listed there.*
% Non-tenured				18.6	18.6	18.6	18.6	
			CC IPEDS					Progression and inflation
Numbers/Rank			**2020-21**					adjustments should be made to the
Early Retires			Lecturer=	11	11.0	11	11.0	base pay. Peer adjustments might
Phased Retirees			67.853	2	2.0	2	2.0	be 1 year bonus instead, but the
Listed # Full			and NR =	61	62.2	62.2	62.2	loss to uncompensated inflation
Listed # Assoc.			63.75	74	75.5	75.5	75.5	means ongoing adjustments are
Listed # Asst.				55	56.1	56.1	56.1	needed to keep up with peers and
Listed # Lecturers (already in pool w/ benefits)				12	12.2	12.2	12.2	with inflation. This is also why 41
Est.d 1 yr Visitors, Rileys, etc. (already covered)				21	21.4	21.4	21.4	instead of 35 years are needed
(Block visitors are not in this pool)								to reach 2X the starting salary by the
Total (Average) Salaries				**24,485,729**	**27,421,539**	**27,952,529**	**28,281,238**	time someone retires.
Given & Estimated (4% increase) Budget Pools				**24,984,543**	25,983,925	25,983,925	25,983,925	
Difference (surplus in salaries)				498,814	-1,437,614	-1,968,604	-2,297,313	Ca. 1/3 of this is just bringing up the Lecturers.
Benefits (w/o Prop-118)				7,835,433	8,774,892	8,944,809	9,049,996	(If they get $75K now, this deficit is smaller.)
Prop-118 at 0.9% of salaries	(tax starts 1/1/2023; 1/2 yr =			110,186	246,794	251,573	254,531	Prop-118 = 0.9%, 1/2 paid by CC, 1/2 by employee
				Fac. Budget	**Fac. Budget**	**Fac. Budget**	**Fac. Budget**	(What is shown is the full 0.9%)
Total budget (with Lecturers and 1 Yr Visitors)				**32,431,349**	**36,443,225**	**37,148,911**	**37,585,765**	(Replacement people will likely add to the cost.)
This section just shows the Lecturer and Visitors separately. They are already included in the summations above, as they seemed to be included already in last year's budget.								
Total for next year's Lecturers and 1-Yr Visitors					2,786,139	2,840,214	2,873,689	
Estimate for Current year				2,201,364	2,201,364	2,201,364	2,201,364	
Estimated current year benefits at 32%				704,436	704,436	704,436	704,436	
Estimated additional salary needed to bring them up to peer group levels					584,775	638,850	672,325	
Additional Benefits including Prop-118 at 32.9% total.					192,391	210,182	221,195	
Total additional budget needed to bring up to peers (w/ benefits)					**777,166**	**849,032**	**893,520**	(This is $360K lower if they are already at $75K)
Total estimate if Lecturers and Visitors are NOT in the Faculty salary pool above					**3,496,916**	**3,550,990**	**3,584,465**	

NB: Everything here is from estimates and data already been made public internally to CC, though not to the wider public beyond the college. Please respect these limitations.

Appendix 5: Comparative Retirement and Medical Benefits

COMPARISONS WITH PEERS-BENEFITS

Comparison of benefits to all IIB (Baccalaureate) colleges			
Retirement (% of Salary)	In 2021-22, the 10.2% was at the 75th percentile compared to all Baccalaurete colleges		
Retirement in 2020-2021 (as a % of Salaries) fell to 5.1% in the fall, giving 7.5% for the year, compared to the peer group mean and median =		6.82	8.90
Medical (% of Salary)	In 2021-22, the 10.9% was at the 27th percentile compared to all Baccalaurete colleges		
Prop-118 adds 0.8% to family, medical, and parental leave benefits. It will probably be listed as a 0.8% increase in medical benefits reported to the AAUP.			
A 0.8% increase in medical benefits to 11.7% in 2024 will equal or exceed the projected all-college (11%) and comparison group (11.5%) averages.			

Appendix 6: Report of the Colorado College chapter of the AAUP

To: Compensation Committee

From: AAUP Executive

Date: November 3, 2022

Re: AAUP Compensation Recommendations

AAUP Executive is honored to be asked to submit a recommendation on faculty salaries for the upcoming year. Nate Bower is serving as the *emeriti* member of the Compensation Committee and is also representing the AAUP. He has agreed to submit a document that will also serve as the AAUP's formal analysis for this calendar year. Thus, we concur with Professor Bower's analysis and accept it as the AAUP's own recommendations.

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

First and foremost, it is evident in Professor Bower's data that non-tenure track faculty are significantly below the pay scales, not only of other faculty at Colorado College, but also relative to our peer institutions. This appears to have been true for at least the last eight years. We encourage the compensation committee to rectify this circumstance not only for pay equity reasons, but to make sure that contingent faculty don't become a way for management to fill out instructional staffing by using underpaid temporary staff. If contingent faculty are paid lower wages than regular tenure-track faculty, it provides an economic incentive for the college to use them when tenure-track staffing does not meet instructional needs.

Related to the use of contingent faculty, the AAUP has become increasingly concerned with the treatment of contingent faculty in relation to the college's three-year rule (Faculty Handbook: Part Two, IX.D-*Full-time Faculty Replacements*):

> One-year appointments may be extended no more than three times; a visiting professor may thus teach at Colorado College for no more than four years.

While this rule was initially instituted to prevent management from filling the ranks of faculty with those with non-tenure status, it has come to the attention of the AAUP that the rule, as it is currently applied, is used to force contingent faculty from full-time employment, even as their teaching expertise is still needed within the curriculum. Such practices are unfair and corrosive to our profession and collegiality. The AAUP asks that the faculty and the college revisit this policy with an eye toward not using the three-year rule as a pretext for terminating full-time employment for replacement faculty, but instead expanding the tenure-track faculty where evident curricular need demands.

The question of local cost of living effect on the net salaries of faculty and staff has been an increasing concern. Within our *approved* peer institutions comparisons, CC is very close to the average for local standards for housing and utilities as estimated by the IRS. And so, on the surface these concerns are probably best understood as concerns about the broader increase in inflation nationwide over the last year. That said, without a proper inflation adjustment on a yearly basis, CC employees are likely to fall behind in their compensation.

A number of the questions that we raise above might be better answered if we had more access to the data. We note that the faculty still do not have access to data on faculty salaries at a 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. 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. We suggest that the faculty once again, in the spirit of transparency, ask management to provide a senior member of the faculty with this data, names withheld, so that we can test the effects of relevant variables.

Related to the previous point, the use of mean values to express a rank's central tendency may no longer be appropriate for aggregating their salaries. An average 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. And so, in a relatively large faculty, the mean and the median should, theoretically, be about the same for those ranks. 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. It turns out that because a number of faculty have forgone promotion reviews during the pandemic, this skewing effect may now also be taking place in Assistant and Associate ranks. However, without disaggregated data, we cannot be sure of the extent of the mean skewing of data and so need better disambiguated data.

Finally, the discussions concerning the underfunding of the academic enterprise should not be conflated with the question of faculty salaries. While faculty salaries make up a large part of the budget for the academic side of the college, the question of what the appropriate funding level is for the instructional side of the budget is a structural issue and not necessarily related to the faculty pay structure.

ATTACHMENT 5 – Staff response to Segal Discussion, 13 March 2023

To the Segal Team and whom else it may concern,
Following our focus group session, we would like to reach out to provide some additional thoughts and feedback from the Compensation Committee.
First, we'd like to emphasize the issues of antiracism and equity. We understand that you are not doing an analysis on racial pay gaps or any similar issues; however, antiracism and equity are key pillars of this institution, and we firmly believe that *all* decisions regarding compensation impact these issues – for better or for worse. Numerous studies have shown that at any institution there tends to be a racial component to the divide between the lowest and highest paid employees. For example, a 2018 study published by the Harvard Gazette found that "no progress has been made in reducing income and wealth inequalities between black and white households over the past 70 years."[36] This inequality feeds other inequalities including increasing the barriers to education, adequate healthcare access, building generational wealth, and more.
It is with this in mind that we place our primary focus on lifting up our lowest paid and most economically vulnerable employees. To do anything else would be counter to the primary missions of this institution. Therefore, the Compensation Committee has been advocating for a few key principles (spelled out in further detail in our fall recommendation).

1. Staff annual wages should be distributed through a flat dollar system not a percentage-based system. Percentage raises create an exponentially growing wage gap at CC and feed class (and therefore racial) divisions. The nonprofit organization, CompassPoint recently did a study on the impacts of flat dollar raises and reported that, "Building on the inequities of the past won't set a foundation for a just future. Giving people percentage-based raises often reinforces existing inequities. When we set out to reimagine compensation to become more equitable the depth of realignment between our work and our values meant that some folks received significant increases compared to their existing salaries, while others received small or no increases, or even agreed to a phased reduction in their salary."[37] If the College is unwilling to switch to a flat dollar system it must present a serious alternative for dealing with the wage gap crisis.
2. We need to commit to a more progressive metric of living wage. The Compensation Committee advocates for the use of the MIT/Glasmeier living wage metric for El Paso County measured at a two working adult and one child household. This metric accounts for additional expenses such as medical expenses and childcare costs that are not used in the other living wage calculators. We were excited to see Glasmeier referenced in Ryan Simmon's presentation at the focus group, but we will continue to advocate for the two

[36] Racial wealth gap may be a key to other inequities – Harvard Gazette
[37] https://www.compasspoint.org/blog/reimagining-compensation-it%E2%80%99s-time-stop-building-inequities-past-part-1

working adult one child metric as we believe this is most representative of our community.

We believe that both of these items are designed to better support our lowest paid employees and are mindful of the antiracism initiatives and Colorado College.

In addition to the items described in our fall recommendation we want to highlight a few more points:

1. While the national market is deeply incorporated into the faculty salary model, the staff subcommittee feels that it would be beneficial to de-emphasize the role of market in staff compensation. Our priority is always on lifting up our most economically vulnerable employees over any other consideration. Specifically, on the staff side, we feel the sharp distinction between national and local market is problematic. All employees, regardless of their job, should be valued equally and compensated equitably according to their needs. All employees at CC end up living in the Colorado Springs region and being subject to the same local cost of living concerns. This distinction is not only inequitable but also drives internal discontent and interpersonal divisions.
    - Additionally, we have concerns about the use of the BLS's Mountain Plains Region for comparison. The Mountain Plains comprises a region that stretches from Missouri through Kansas and Wyoming and up to Montana. Colorado Springs is an urban region with extreme inflation in our cost of living and real estate/rental market. Comparing us to highly rural regions is a disservice to our employees as it does not accurately reflect the economic realities of living in Colorado Springs. For this reason, the compensation committee recommends using comparisons specific to El Paso County.
2. Finally, compensation is *always* a moral and value-based decision. Even with the use of market analysis, we must decide how to incorporate our values and morals in our compensation system. Money, and how we spend it, is the biggest material indicator of our values. We believe that it is important to value all employees equally while also recognizing the unique concerns of our most economically vulnerable employees.
    - We don't believe that our executive or higher paid employees should have advantages that our lower paid employees do not. While this impacts many issues (like the push for flat dollar raises), it specifically comes into play when looking at the band system and the distinction between local and national market. We know that employees on the local market are hired in the first quartile of their band regardless of their education or experience. They are told that they will have opportunities to advance through their band but such opportunities *do not exist.* Contrast this with our higher paid national market employees who are given far more room for negotiation and are not required to be hired in the first quartile of the

band. In bands 10-12 there is not a *single* employee in the first quartile while in nearly every other band the majority of employees are in the first or second quartile of their band. Data like this demonstrates that the distinction between local and national market drive inequality and highlights issues of class (and therefore racial) inequalities at CC.
  - We can compare this to the faculty salary model, in which faculty are paid equitably across all field – meaning that a professor in a highly competitive field like Economics does not get paid more than a professor in a less competitive field who has been here for the same amount of time. We believe that staff should strive for similar standards of equity. While executive employees and leadership will undoubtedly always be paid more, they should not be held to different hiring standards or different market considerations than the rest of the CC community. The faculty salary practices aforementioned were a value-based choice and this is not commonly practiced at other institutions, but the success of this practice demonstrates that CC has the capacity to make bold and courageous choice about our compensation structures in the name of upholding our core values.

Compensation is always a moral choice and we hope that the Segal team seriously considers the values of this community and the need to protect our most vulnerable employees when making their recommendation.
Thank you for your time and consideration. We also encourage you to review our recommendations on the compensation philosophy and the progression model which have been previously shared with you if you have not done so already. We are available for any questions you might have.

Sincerely,
The Compensation Committee - Thecla Shubert, Chad Schonewill, Mandy Sulfrian, AliciaRose Martinez, Cathy Buckley, and Jen Bjurstrom

ATTACHMENT 6 - Annual Calendar for the Compensation Committee

COMPENSATION COMMITTEE ANNUAL CALENDAR

Note: Months or, in blocks, weeks in paratheses at end. Bullet points are roughly in chronological order within blocks.
Abbreviations: SC: Staff Council. FEC B&P: FEC Budget & Planning. CBC: Campus Budget Committee. HR: Human Resources.

Block	Staff Committee (SSC)	Faculty Committee (FSC)	Whole Committee
S	"Overlap" meeting to onboard new staff members; and listening session (early summer) Data request to HR (July) Data analysis; discuss additional needs (August)	Members appointed (July) Chair clarifies data analysis tasks (August) Chair reminds Dean to send faculty salary data for previous year and national AAUP faculty report (August)	No meetings
1	Collect cost-of-living and living wage data Analyze data collected Prepare block 1 "In the Loop" educational meeting Present "In the Loop" report	Complete data analysis, assemble peer comparison tables and graphs Estimate cost-of-living adjustments for CC and peers Chair reminds Dean to send faculty salary data[1] for current year; compare to August estimates Meet with contingent faculty to solicit concerns	Meet to discuss initial data analysis Meet to plan outreach and discuss initial report Receive CBC, FEC fall charges
2	Draft staff salary recommendations; share with SC and HR Develop block 3 "In the Loop" report on staff recommendations	Draft faculty salary recommendations; share with FEC B&P Present recommendations, data, and questions, to faculty at forum	Share both drafts with CBC Submit combined reports to FEC B&P for final comments
3	Finalize staff salary recommendations Present "In the Loop" report	Finalize faculty salary recommendations Update FSC Canvas site	Submit final report to CBC Develop plans re: benefits and inequities to address blocks 4-8
4	Solicit input from SC on spring plans, process / procedures (2-3)	Solicit input from FEC B&P and Dean on spring plans, process / procedures	Discuss spring plans and procedures with CBC Co-Chairs
5	Prepare block 5 "In the Loop" presentation on longer-term goals and summer plans Present "In the Loop" reports (block break 5-6)	Survey faculty about salary model and peer comparisons; and about benefits, including medical, retirement, and other benefits (periodically, as needed)	Receive spring charge from CBC Identify spring projects and set schedule
6	Work on spring projects Collect and analyze data on staff turnover	Work on spring projects (2-3) Collect long-term data on faculty salary model	CBC report: response to fall recommendations by administration/trustees
7	Prepare block 7 "In the Loop" report on response to salary recommendations	Share draft report on faculty salary model to FEC B&P Present final report on faculty salary model to faculty	Review challenges of year; begin developing recommendations for improved process
8	Draft final annual report	Draft final annual report Update Canvas site	Submit annual report to FEC and SC Update Teams and CC sites Update calendar and manual

[1] Data included numbers of people in each rank, expected salaries and FTEs for visitors and contingent faculty.

ATTACHMENT 7 – Procedures for Fall Salary Recommendations

Procedures for Preparing Fall Salary Recommendations
Compensation Committee 2022-23
7 August 2023

Overview

Every fall, the Compensation Committee is asked to recommend adjustments to faculty and staff salaries for the subsequent academic year. An overview of the process appears in the accompanying "Compensation Committee Annual Calendar." This document presents more detailed step-by-step procedures and explains the logic of the process.

Faculty Salary Recommendations – General Approach

The procedures for setting faculty and staff pay differ significantly. In the case of the faculty, the committee follows the long-established Faculty Salary Model, which is based on the following principles and procedures:

- Equal pay scales across all disciplines.
- A step system ("progression") based primarily on years of successful service, with the aim of doubling the salary of incoming assistant professor without teaching experience over the course of a 41-year career and adjusted for inflation.
- Adjustments to salaries by rank (instructor, assistant, associate, full, as well as lecturer and senior lecturer) based upon a comparison with a group of liberal arts institutions, with the aim of maintaining the mean salary for each CC rank at or just above the mean salaries of the comparison group as a whole.
- Adjustments designed to offset national, regional, and local inflation. Depending on circumstances, these adjustments may be across-the-board modifications or be given differently to different ranks.

While the above principles and procedures govern the bulk of faculty salary adjustment recommendations, the Compensation Committee may also consider how specific economic challenges (such as high costs of real estate or transportation) may affect the wellbeing of faculty or undermine the competitive position of the College when recruiting on the national market.

Note that, in addition, to the above, the Dean of the Faculty may also give one-time bonuses ("extraordinary merit") to faculty members to recognize exemplary performance. The Compensation Committee has no formal role in setting or allocating extraordinary merit awards.

Staff Salary Recommendations – General Approach

Staff salary recommendations grow out of a mix of principles and procedures:

- Pay scales based on bands that aim to compensate staff members in a manner appropriate to their skills, education, and experience and to their market standing in relation to comparable types of positions.

- Listening sessions in which staff members holding differing positions within the College document their economic challenges and aspirations.
- Adjustments designed to offset national, regional, and local inflation. Depending on circumstances, these adjustments may be across-the-board modifications or be given differently to different ranks.

As is the case for the faculty, the Compensation Committee may also consider how specific economic challenges (such as high costs of real estate or transportation) may affect the wellbeing of staff members or undermine the competitive position of the College when recruiting on the relevant national, regional, or local markets.

Committee Work

Given both the differences between the principles and procedures for setting faculty and staff salary recommendations, much of the committees' fall work is distributed to subcommittees, the Faculty Salary Committee (FSC) and the Staff Salary Committee (SSC). At the same time, both because of common challenges, such as inflation, and because of common concerns about equity and solidarity, the whole committee meets regularly as it develops its recommendations.

Specific Procedures for Faculty Salary Recommendations

1. The process of setting faculty salaries begins with the national AAUP's Faculty Compensation Survey, which compiles data on faculty salaries collected each March from about 900 colleges and universities, including about 160 liberal arts colleges. A preliminary version of the data is released electronically to participating institutions in April, with a final version of the report and data released in July, after those data are vetted and correction appendices added.

2. The Dean of the Faculty receives an electronic version of the report and data during the summer. By early August, the Compensation Committee's faculty chair reminds the Dean to share the report with the committee, if they have not already done so. If for some reason the report is not shared, CC AAUP chapter leaders can order a copy free of charge. Pdf versions of the report are also posted online by late August at https://www.aaup.org/our-work/research/FCS.

3. Also in August, the faculty chair of the committee reminds the Dean of the Faculty to share a listing of the numbers of faculty in each rank and the mean and median salaries for those ranks.

4. By the beginning of block 1, the FSC consults with the FEC Budget & Planning Subcommittee and the Dean of the Faculty in order to schedule in block 2 a public presentation to the faculty of its faculty salary recommendation. That presentation may take place at a faculty meeting or at a special session led by the FSC.

5. By the beginning of block 1, the FSC abstracts from the AAUP report data submitted by the comparison group, previously been identified by a consensus of trustees, admissions and advancement staff, and faculty. The comparison group, which is periodically revised, currently consists of 15 institutions (Bates, Bowdoin, Carleton, Colby, Colgate,

Holy Cross, Davidson, Hamilton, Kenyon, Lafayette, Macalester, Middlebury, Pitzer, Wesleyan, and Whitman). The data collected includes mean and median salaries for the various faculty ranks as well as medical and retirement benefits. That information is put into a table like the one below, constructed for the 2020-21 comparisons:

Comparison Group 2020-2021 Salaries, Posted Sept. 2022 @ https://www.aaup.org/2020-21-faculty-compensation-survey-results									
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=Independ.; PR=Religious	PI	PI	PI	PI	PI	PR	PI	PI	PI
Full (PR)	134.5	146.9	141.3	146.0	151.7	138.6	134.7	142.1	103.9
Assoc. (AO)	105.2	113.7	107.2	105.8	108.5	104.5	98.2	108.2	80.5
Asst. (AI)	85.9	91.4	88.5	88.1	92.5	90.6	79.9	88.4	71.0
Lecturer (LE)	73.4	73.0		73.8	69.8	62.7	60.3		
Instruct. (IN=Adj. & Sr. LE?)	79.6	81.4	80.1		62.8		62.1		
No Rank (NR)								70.3	
All Ranks (AR)	101.5	114.6	117.6	111.3	108.6	108.5	102.4	107.6	86.8
Retirement (% of Salary)	9.8	6.3	5.3	8.9	11.2	2.6	9.4	10.4	0.0
Medical (% of Salary)	11.0	9.3	10.4	12.6	7.5	12.5	7.1	7.7	14.6
Total People	177.0	200.0	207.0	208.0	325.0	266.0	207.0	194.0	174.0
% Tenured (T=Full & Assoc.)	51.4	60.5	65.2	55.8	55.1	69.2	58.0	54.6	68.4
% Tenure-Track (TT=Asst.)	23.2	24.5	21.3	30.8	22.8	16.5	20.3	24.7	21.3
% Non-tenured (NTT)	25.4	15.0	13.5	13.5	22.2	14.3	21.7	20.6	10.3

PA	MN	VT	CA	CT	WA	2020-21	2020-21	2020-21	Colo Coll
Lafayette	Macalester	Middlebury	Pitzer	Wesleyan-CT	Whitman	Comparison Group		Colo Coll	Median on
PR	PR	PI	PI	Master's-PI-U	PI	Average	Median	PI	9/17/2021
141.1	126.6	140.4	132.5	158.5	115.5	137.0	140.4	140.4	134.0
101.6	95.1	104.4	104.6	111.0	89.2	102.5	104.6	105.1	102.6
83.4	79.8	90.2	82.5	91.2	77.5	85.4	88.1	86.4	85.7
76.6	63.3	82.6	65.2	82.9	61.6	70.4	71.4	64.6	64.6
		85.0	75.2		67.4	74.2	77.4	67.9	67.9
		66.9				68.6	68.6	63.8	63.8
106.1	98.9	112.2	107.9	111.7	90.0	105.7	107.9	103.2	
0.0	ND	12.9	2.0	9.9		6.8	8.9	5.1	10.0
8.8	ND	13.0	10.1	14.2	1.0	10.0	10.3	10.7	10.0
243.0	194.0	295.0	94.0	384.0	158.0	228.7	207.0	209.0	204.0
62.1	62.9	60.3	68.1	50.3	63.9	60.4	60.5	55.0	61.8
28.4	18.0	26.1	13.8	19.0	20.3	22.1	21.3	30.1	31.4
9.5	19.1	13.6	18.1	30.7	15.8	17.6	15.8	14.8	6.9

6. The FSC estimates cost-of-living adjustments required to offset inflation in Colorado Springs since the previous September; and it estimates the similar adjustments for the comparison group. Although there are many ways to estimate changes to the cost of living, the FSC typically uses as the inflation rate the September-to-September annualized Consumer Price Index (CPI) prepared by the Bureau of Labor Statistics called the "CPI-U, US City Average, All Items" (available online at https://www.bls.gov/cpi/latest-numbers.htm).

7. Because the data retrieved from the AAUP report concerns the previous year's salaries, the numbers in the table are updated to establish an estimate of where the salaries of the comparison group are likely to be at the start of the current year. To update the salary data, the previous year's salaries are multiplied by the CPI combined with an estimated 2% progression increase (that is, prior year averages at rank + CPI% + 2% progression).

8. The same calculation is done for the data the College submitted to the AAUP to provide an estimate of what CC salaries ought to be, if the prior year's data were taken as the starting point. These estimates are then compared to the actual data for the current year as reported by the Dean in step 3, as a check on how effective the previous year's salary recommendations were at keeping CC faculty salaries at or above the mean of the comparison group. Some differences between the estimated and actual current-year salaries are likely. If a particular rank is significantly out of step with its comparison group, the FSC flags the difference and considers whether differential adjustments to that rank's rates of progression and CPI are appropriate.

9. Care needs to be taken when estimating full professors' salaries because full professors who have received progression for 41 or more years may end up with salaries that skew the means and medians for the full professor bracket. Where possible, such faculty members should be excluded from the calculations of the means and medians for full professors, using IRS 990s and other means to identify and remove their data from the current year spreadsheet. In addition, since they will have achieved the goal of doubling an entry-level salary after adjusting for inflation, their progression should be eliminated or reduced.

10. Before the end of block 1, in addition, the FSC holds a closed meeting with contingent faculty members to solicit their concerns, assuring them of confidentiality vis-à-vis their supervisors and the Dean's Office. The FSC takes into consideration those concerns when making recommendations for their ranks.

11. At this point any additional salary equity concerns that have been identified by the Compensation Committee or the AAUP chapter may be considered, with any appropriate adjustments taken into account.

12. Finally, to estimate next year's salaries at each rank, current year's actual average salaries are then multiplied by the current CPI% plus 2% progression. Any differential adjustments agreed upon in steps 8-11 are used to modify the estimated salaries accordingly.

13. By the start of block 2, the FSC shares its draft salary projections with FEC Budget and Planning Subcommittee, soliciting feedback from them. In discussion with the FEC B&PS, the FSC may make adjustments to the draft recommendations.

14. Once the FSC and the FEC B&PS agree, the FSC reports to the whole faculty its preliminary recommendations, answering questions and collecting feedback. Based on any feedback received, the FSC, in consultation with the FEC B&PS, may make additional adjustments as it finalizes its recommendations.

15. Having developed final recommendations by the end of block 2, the FSC shares those recommendations with the whole Compensation Committee and works with SSC to develop a final combined report to submit to the Campus Budget Committee by second week of block 3.

<u>Specific Procedures for the Staff Salary Committee</u>

1. Soon after July 1st, the SSC meets, with outgoing and continuing members sharing information about the committee's work with new members to educate them about that work and to help maintain continuity.

2. The new SSC then schedules and holds a summer listening session with staff colleagues in order to identify relevant concerns and aspirations.

3. In July, the SSC requests current staff salary and benefits data from the Human Resources Office.

4. In August, the SSC schedules two "In the Loop" presentations, one in which the SSC explains its work to the staff between the end of block 1 and the beginning of block 2, and a second in block 3 or soon thereafter to present its final report.

5. In block 1, the SSC estimates cost-of-living adjustments required to offset inflation in Colorado Springs since the previous September. Although there are many ways to estimate changes to the cost of living, the SSC typically uses as the inflation rate the September-to-September annualized Consumer Price Index (CPI) for the Colorado Spring area prepared by the Bureau of Labor Statistics and presented in the Colorado Springs Area Economic Summary, found here: https://www.bls.gov/regions/mountainplains/summary/blssummary_coloradosprings.pdf.

6. To ensure that the lowest paid employees receive a living wage, the SSC analyzes the current pay data in order to identify what a living wage would be, using the MIT Glasmeir Living Wage Calculator: https://livingwage.mit.edu/pages/about. Based on the standard of two adults and one child, the SSC begins with a recommendation of what compensation for the lowest paid position at the College should be.

7. Given the vast range of pay among staff members, the SSC then calculates what a full cost-of-living adjustment would be at every band, using the Colorado Spring CPI identified in step 5. Then, in block 1, SSC models any inequities that would emerge over time if a straight percentage CPI adjustment were given annually at each band. To limit the growth of such inequities over time, the SSC then proposes some combination of differential or flat amount CPI adjustments.

8. Based significantly on information gathered during listening sessions, the SSC then drafts recommendations in block 1 for adjustments to address particularly problematic inequities associated with specific work situations or populations at the College.

9. Toward the end of block 1 and the beginning of block 2, the SSC presents an educational "In the Loop" session designed to explain its work to staff members and solicit additional concerns.

10. Early in block 2, the SSC incorporates any relevant suggestions from the "In the Loop" session into its recommendations, and it shares its recommendations with Staff Council and Human Resources.

11. After receiving feedback from Staff Council and Human Resources, the SSC develops its final report, which it shares with the whole Compensation Committee; and it works with FSC to develop a final combined report to submit to the Campus Budget Committee by second week of block 3.

12. The SSC then reports out its recommendation to the staff at an "In the Loop" presentation during or soon after block 3.

Subsequent Committee Work

After completing the fall charge from the Campus Budget Committee, the Compensation Committee then turns to review a variety of different compensation programs – though it typically only focuses on a few in any given year. Programs may include medical and dental benefits, retirement plans, tuition remission, and other non-salary benefits. The Committee also may undertake other kinds of reviews – for instance, to explore whether benefits are equitable or whether the salary models and pools are sufficient over the longer term.

ATTACHMENT 8 – Five-Year Plan from 2021-22 Committee

Towards a Five-Year Plan for Compensation *[excerpted from the 2021-22 final report]*

The five-year plan for compensation strategy is meant to strengthen our commitment to the College's mission to provide the finest liberal arts education in the country and our commitment to antiracism. To accomplish these goals, we believe that two basic principles should guide faculty compensation discussions in the future:

- Based on the findings of the FCS's faculty survey, the faculty remain committed to the egalitarian—and not market-driven—structure of the faculty salary model. We therefore urge the College to maintain the basic features of the current salary model. In particular, we recommend that the College aspire to return to a salary model that includes (a) an across-the-board cost-of-living adjustment based on the actual cost-of-living figures in Colorado Springs (including housing costs), (b) progression through the ranks, adjusted to reflect problems of compression and to cap progression for the most senior members of the faculty, and (c) extraordinary merit. While we recognize that this may be aspirational for the time being, given the unusually high rate of inflation nationally, we believe that our salary model must be strengthened in this way to attract and retain the very best liberal arts faculty.

- We also recommend that measures be taken to assure that recently promoted associate professors and full professors are not, in effect, penalized with lower raises because of their promotions. To the extent possible, we recommend that there be no overlap between the various ranks of the faculty. One way to accomplish this would be to institute a small "bump" in base salary at the time of promotion to associate professor and at the time of promotion to full professor. Such a "bump" would serve as a concrete reward for promotion, as well as an incentive for pursuing promotion, and is aligned with the current compensation philosophy of the College which encourages excellence by "rewarding achievements and outcomes."

With these principles in mind, we propose the following scheme as a rough model for implementing a five-year plan for staff and faculty compensation.

Year 1 (2022-2023)

- Fulfill the charge sent to the Compensation Committee and the FCS.

- Clarify, at least for the time being, the role, function, structure, and procedures of the FCS (and the Compensation Committee).

- Take steps to weave all contingent faculty into the compensation process, so that recommendations from the FCS apply to all faculty at the College.

- Take steps to facilitate the implementation of the Compensation Committee's proposal for enhancing the College's parental leave program.

- Working with the Dean of the Faculty, take steps to clarify and regularize the stipends and other forms of compensation used to support special administrative tasks taken on by faculty members.

- Launch a systematic discussion of possible interventions that the College could make to ease the financial burdens on staff and faculty caused by the booming real estate market in Colorado Springs.

- Working with the relevant committees, administrators, and the Board of Trustees, begin the process of rethinking the group of institutions that we want to regard as "comparable" with respect to compensation, but also to other areas of comparison. In this regard, a recent article in the *Chronicle of Higher Education* (https://www.chronicle.com/article/how-a-college-decides-who-its-peers-are) might prove helpful.

- Study and make recommendations for forms of public acknowledgement of extraordinary merit, as a way of improving faculty morale.

- Study new incentives for retirement, including possible changes to current policy required by the College's new push to hire several faculty members at more senior levels. For example, establishing an age limit or cap for progression (perhaps mirroring the IRS rules for mandatory withdrawals from retirement accounts) would make it possible to develop better salary models and make the faculty salary pool easier to manage and project.

- Study and develop ideas for a system of progression/career growth for staff.

- Generate a proposal for the implementation of a new allocation system for raises based on flat dollar amounts to address exponential separation between the compensation of the College's lowest and highest paid staff.

- Working with the Office of Human Resources, propose a new system for determining the actual cost-of-living in the Colorado Springs region as a benchmark for wages and salaries at the College.

- Develop and administer a survey of staff members on questions of staff compensation. An analysis of the results of this survey should help guide the SCS's work in Year 2.

- Strive for maximum transparency.

Year 2 (2023-2024)

- Fulfill the charge sent to the Compensation Committee and the FCS.

- Develop and administer a new faculty survey to take the faculty pulse on issues not covered in the 2022 survey. These issues might include ways to address the cost of housing for staff and faculty in Colorado Springs, new incentives for (early) retirement, and changes to the current menu of benefits.

- Recommend new incentives for retirement and for early/phased retirement.

- Recommend a suite of possible interventions that the College could make to ease the cost of housing for staff and faculty.

- Working with the relevant committees, administrators, and the Board of Trustees, recommend changes to the group of “comparable” peer institutions and begin to adjust the way that these institutions’ salaries are referenced in the administration of the College’s faculty salary model.

- Study questions of work-load equity across the faculty and make recommendations for improving the balance and equity of faculty work-load. Areas to be addressed might include number of courses taught, number of students taught, and number of contact hours required of faculty in different departments and programs, as well as the role of committee work in the overall determination of work-load.

- Study possible changes in insurance coverage for dental and vision care. Would it be possible to enhance this coverage by moving towards some form of coverage internal to the College, as opposed to working with corporate insurers like Cigna?

- Continue working on a proposal for a system of progression/career growth for staff, with a specific emphasis on fine tuning the details of such a proposal.

- Working with the relevant committees and administrators, develop a process for more open communication between the campus community and the Campus Budget Committee.

- Take steps to address concerns revealed by Year 1’s staff compensation survey.

- Address the issue of inequitable accrual of vacation time between exempt and non-exempt staff.

- Strive for maximum transparency.

Year 3 (2024-2025)

- Fulfill the charge sent to the Compensation Committee and the FCS.

- Take steps to address the faculty work-load equity problems uncovered in Year 2.

- Take steps to address issues uncovered in the faculty survey administered in Year 2.

- Take steps to enhance coverage for dental and vision care.

- Implement the plan for a system of progression/career growth for staff.

- Develop and administer a new survey of staff members on questions of staff compensation. An analysis of the results of this survey should help guide the SCS's work in Year 4.

- Based on results of staff and faculty compensation surveys, evaluate the College's benefits package, and consider areas that call for improvement and/or revision. Develop proposals for changes to the benefits package where necessary.

- Propose the creation of a reserve crisis-fund to mitigate the financial burden of events like the COVID-19 pandemic.

- Strive for maximum transparency.

Year 4 (2025-2026)

- Fulfill the charge sent to the Compensation Committee and the FCS.

- Develop and administer a new faculty survey to take the faculty pulse on issues not covered in the 2022 and 2024 surveys.

- Take steps to address concerns revealed by Year 3's staff compensation survey.

- Propose revisions to the staff supplemental pay system, so that it is more transparent and equitable and becomes an automated process based on vacancies. Consider whether staff should receive supplemental pay for some committee work as some faculty currently do.

- Strive for maximum transparency.

Year 5 (2026-2027)

- Fulfill the charge sent to the Compensation Committee and the FCS.

- Take steps to address issues uncovered in the faculty survey administered in Year 4.

- Study the current costs of parking for staff and faculty and consider alternative.

- Strive for maximum transparency.

ATTACHMENT 9 – Suggested Handbook Revisions, 17 April 2023
Compensation Committee's General Charge

Excerpts from the Faculty Handbook (June 2022 revision)

pp. 27-28

A. Salary
1. Determination of faculty salaries

Each fall the Faculty Salary ~~Committee~~ ***Subcommittee of the Compensation Committee*** (the faculty members on the Compensation Committee) issues a salary report to the faculty***, Dean of the Faculty,*** and the ***Campus Budget Committee*** ~~administration~~. The ~~Committee~~ ***Subcommittee*** 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, ***feedback from the faculty,*** and conversation with the Budget and Planning Subcommittee of the Faculty Executive Committee. The ~~administration~~ ***Dean of the Faculty and the Campus Budget Committee*** take~~s~~ the ***Faculty*** Salary Committee's data and recommendations into consideration each year in preparing the College budget.

p. 50

c. The responsibilities of the FEC subcommittees consist of the following:

Budget and Planning Subcommittee

The Budget and Planning Subcommittee serves as the faculty representatives to the Campus Budget Committee***. The Budget and Planning Subcommittee works with the Compensation Committee to ensure that Campus Budget Committee addresses faculty and staff perspectives and concerns about compensation policies.*** ~~and~~ ***The Budget and Planning Subcommittee*** makes recommendations to the FEC regarding College priorities and long-range planning, and ***it*** advises the President and the Dean of the Faculty on these matters.

The ***Compensation*** Committee ~~on Compensation~~ and its Faculty Salary Subcommittee submit reports to the Budget and Planning Subcommittee for review and comment prior to ~~presenting them~~ ***finalizing its annual fall presentation*** to the faculty. ***[new paragraph]***

The Budget and Planning Subcommittee may request other faculty committees that make recommendations having long-term budgetary impact to consult with it before they bring their proposals to the Budget Committee or the full faculty for approval.

pp. 56-7

10. Compensation Committee

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. ***While its purview is more general, the Compensation Committee responds to any specific charges***

given in the fall or spring by the Campus Budget Committee and the Faculty Executive Committee.

~~During the fall, the~~ ***The*** three full-time faculty members of the Compensation Committee serve as the Faculty Salary ~~Committee~~ ***Subcommittee***. ***Every fall,*** ~~After~~ ***after*** consulting with the ***Budget and Planning Subcommittee of the FEC and the Campus*** Budget Committee, the Faculty Salary Committee submits ~~its~~ ***a draft*** report to the faculty for ***feedback***. ***In addition, each fall, prior to developing its draft report, the Faculty Salary Subcommittee meets with non-tenure line faculty to solicit feedback concerning compensation, taking care not to expose any individuals to possible retaliation for expressing critical views.***

The six staff members of the Compensation Committee serve as the Staff Salary ~~Committee~~ ***Subcommittee***. After consulting with Human Resources and Staff Council, the Staff Salary ~~Committee~~ ***Subcommittee*** ~~may~~ submit***s*** a ***draft*** report to the Compensation Committee. ***In addition, each summer and fall, prior to developing its draft report, the Staff Salary Subcommittee meets with or otherwise surveys staff members to solicit feedback concerning compensation, taking care not to expose any individuals to possible retaliation for expressing critical views.***

The Compensation Committee consists of three full-time faculty members, one from each of the professorial ranks; one retired faculty member; three exempt staff; and three non-exempt staff. The ~~Director of Human Resources~~ *Vice President of People and Workplace Culture* is an ex-officio, non-voting member of the Committee. ***Co-chairs of the Campus Budget Committee and members of the FEC Budget and Planning Subcommittee are invited to attend specific meetings by mutual consent in order effective flow of communication and concerns.*** ~~This committee reports to the Budget Committee~~.

NOTE: There does not appear to be much formal explanation of the staff's role, except that it MAY submit a report to the Compensation Committee (to itself?).

Also: in the final report of last year's committee this problem was highlighted:

The first set of issues has to do with the structure, role, function, and procedures of the Compensation Committee and of the FCS. The current *Faculty Handbook* describes the FCS—called the "Faculty Salary Committee"—as an appointed body that reviews "current and proposed allocation of the salary pool as well as all benefits" for faculty and "submits its report to the faculty for approval." This description of the FCS's general charge is in some tension with the way our work was structured this year: our charge came from the Campus Budget Committee, and it is to the Campus Budget Committee that we were expected to report; we were asked to keep our charge confidential, so that we could not submit our salary report "to the faculty for approval;" we were not charged with reviewing the proposed allocation of the salary pool; rather, we were asked to develop allocation models for four very different budget scenarios.

- Given these facts about the FCS's work this year, we recommend that the relevant committees reconsider the *role* of the FCS in the College's budget process and clarify the precise *function* that the FCS is supposed to fulfill in this process. In particular, to whom the FCS is supposed to report should be clarified: do we report to the Campus Budget Committee, to the faculty, and to "the administration" (as the *Faculty Handbook* suggests)? In addition, we strongly recommend that the FCS continue to submit its report to the faculty for approval before this report is submitted to any other committee or individual. These clarifications may entail revision of the *Faculty Handbook.*

ATTACHMENT 10 – Housing Memorandum

C O L O R A D O   C O L L E G E

M E M O R A N D U M

TO: L. Song Richardson, President of the College
Emily Chan, Dean of the Faculty
Ryan Simmons, Vice President for People and Workplace Culture

FROM: College Compensation Committee
Dennis McEnnerney and Thecla Shubert, Co-Chairs

DATE: 14 June 2023

Please find attached a preliminary report on the problems that Colorado College faculty and staff – especially ones new to the Colorado Springs area market – face when attempting to rent or buy housing. The report also details the kinds of programs that other colleges and universities have developed to address similar problems in their markets.

Our recommendation is that the College establish a task force, drawing together faculty, staff, and trustees, charged with the mission of clarifying what the problems are; exploring which programs addressing those problems might be feasible for the College to develop; and how best to implement any program or programs the task force recommends developing.

We include this memo in two formats, Word and pdf. Depending on what version of Word you have, the tables included may be distorted. In the pdf version, the tables should appear clearly. However, in the pdf version, the hyperlinks included may not work.

Colorado College - Housing Challenges and Assistance Programs
Compensation Committee
14 June 2023

The Problem

Colorado Springs was once a relatively inexpensive place to live. To be sure, it remains less expensive than the major coastal urban areas. However, in recent years, both rental and home prices have risen dramatically. Rent in Colorado Springs, for example, has shifted from approximately matching the national average in 2010 to being 16% higher than the national average in 2019 – and it is probably even higher now.

Real Gross Rent History for Colorado Springs[38]

Date	US Median	Colorado Median	Colorado Springs, CO Median	Colorado Springs. CO Average
2019	$1,097	$1,369	$1,251	$1,274
2018	$1,077	$1,312	$1,209	$1,214
2017	$1,043	$1,279	$1,182	$1,216
2016	$1,027	$1,226	$1,107	$1,151
2015	$1,017	$1,179	$1,113	$1,145
2014	$986	$1,077	$1,033	$1,098
2013	$953	$1,023	$1,028	$1,085
2012	$940	$994	$956	$1,014
2011	$941	$972	$950	$1,011
2010	$955	$964	$902	$951
2009	$960	$970	$903	$956

Housing prices have also jumped dramatically (121% from 2012 to 2022) and at rates higher than the national average. Consider the following information[39] about the affordability of housing in Colorado Springs:

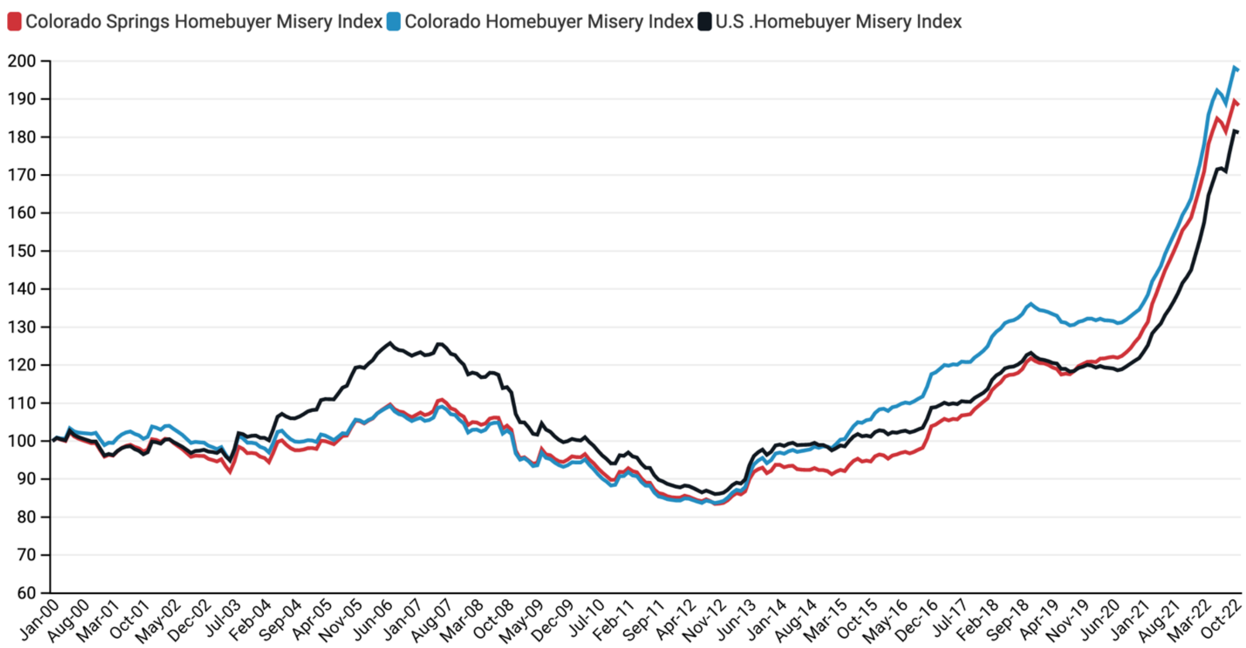
AFFORDABILITYAS MEASURED BY THE HOMEBUYER MISERY INDEX
The “Colorado Springs Homebuyer Misery Index,” developed by Common Sense Institute, captures the impact of housing prices and mortgage rates on the affordability of purchasing a

38 https://www.deptofnumbers.com/rent/colorado/colorado-springs/.
39 https://commonsenseinstituteco.org/colorado-springs-housing/. Highlighting added.

new home. The Colorado Springs, Colorado, and U.S. Homebuyer Misery Indices are based on 30-year mortgage rates and Zillow home prices.

The Homebuyer Misery Index converts mortgage rates into an indexed value with 2000 as its base year. The mortgage rate index is then added to the Zillow price index and normalized. The following graph shows the Colorado Springs Homebuyer Misery Index, the Colorado Homebuyer Misery Index, and the U.S. Homebuyer Misery Index. The Colorado Springs Index is below the Colorado Index after 2013 and above the U.S. Index after 2019. The substantial increase from 2012 to the end of 2020 was primarily a function of home prices increasing. Beginning in 2021, home prices in Colorado Springs rose dramatically and mortgage rates more than doubled by November 2022; consequently, the cost to purchase an average-price home in Colorado Springs went up by 121% from 2012 to 2022. In the last two months of 2022, the misery indices declined as home prices and mortgage rates fell. The graph of the Homeowner Misery Index is useful for evaluating and comparing trends to the Colorado and U.S. Homebuyer Index, but to determine the degree to which a region became more or less affordable relative to others, the change in the indices must be calculated between two points in time as is shown in in Table 1.

Colorado Springs, CO Homebuyer Misery Index



Source: Zillow, and St. Louis Federal Reserve Bank (FRED)

Besides increasing the cost of living in the Colorado Springs area significantly, especially for individuals moving into or beginning a career in the area, the expense of housing is likely making it harder to recruit new faculty and staff at the College.

Housing Support Possibilities

Many other colleges and universities, having faced or facing similar challenges, have responded by developing programs to support housing, often for faculty only and sometimes for both faculty and staff. Given the challenges the College faces, the Compensation Committee recommends that the College assemble a task force to explore the problem in more detail, research the kinds of housing support programs offered at other institutions, and determine whether the College, perhaps working with financial partners, can develop a program that both addresses local needs and can be sustained by the College.

To begin the discussion, we point first to an interesting article on the University Business website, entitled "Welcoming Home College Faculty," which explores the "variety of programs to assist faculty and staff with their housing needs."[40] The site also includes a sampling of 17 institutions that have developed one or another type of program (ranging from large institutions such as the University of California to smaller ones like Vassar College).

One limited but perhaps easily adopted approach would be to add a benefit that some colleges and universities offer called Real Estate Advantage, which can reduce commission fees for house purchases.

In addition, we have completed an informal survey of several liberal arts colleges, including some of our peer institutions. All have some kind of program, including subsidized rentals on or near campus. Since that seems an unlikely possibility in the near term, we have focused here more on programs designed to assist in purchasing a home. Some of these programs focus on faculty alone; others focus on both faculty and staff.

Institution	Type of Program	Attachment / Links
Colby College	Employee Mortgage Program – reduced rates	Attachment 1 Link
Colgate University	Faculty and Staff Housing Loan programs and Faculty Mortgage Interest Reimbursement programs	Attachment 2 and 3 Link
Holy Cross College	Faculty Mortgage Subsidy Program and Real Estate Advantage Program	Attachment 4 Link
Kenyon College	College Guaranteed Mortgage Loans	Attachment 5 Link
Middlebury College	Second Mortgage Program	Attachment 6 Link
Pomona College	Faculty Home Loan Program	Attachment 7 Link
Wellesley College	Faculty Mortgage Program	Attachment 8 Link
Wesleyan University	Employee Mortgage Program	Attachment 9 Link
William College	Employee Mortgage Program	Attachment 10

[40] https://universitybusiness.com/welcoming-home-college-faculty/.

		Link

Recommendation

This research has only just touched on identifying the problems and possible ways to address them. Our primary recommendation is that a task force be established, perhaps bringing together faculty, staff, and trustees, to investigate further the challenges faculty and staff face in the Colorado Springs housing market; and, drawing initially on the experiences of other institutions, to explore programs that may help faculty and staff establish themselves in the local housing market.

Attachment 1

HR @ Colby

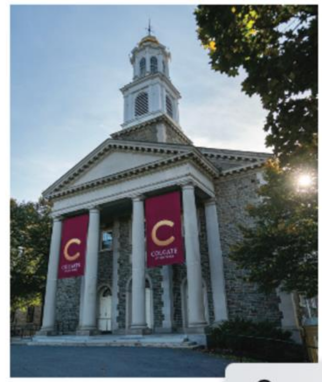
- closing costs (lender’s title insurance and appraisal)

- If an employee’s employment with the College ends, any rate reduction ends and they

Attachments 2 and 3

sources between fiscal years 2015 and 2018 were awarded at a rate of nearly 50%.

BENEFITS BEYOND THE CLASSROOM



HOUSING INITIATIVES

Faculty Housing Loan Program

Colgate provides tenure-stream faculty members with housing loans of up to $20,000 to assist in the initial purchase of a primary residence within a 50-mile radius of the University. These unsecured loans are made at the long-term, semiannual Applicable Federal Rate prescribed by the Internal Revenue Service for the month in which the loan is made. Repayment is made monthly over a 10-year period via payroll deductions.

Faculty Mortgage Interest Reimbursement Program

Colgate will provide eligible faculty members who purchase their primary, single-family residence within a three mile aerial radius of the Colgate Memorial Chapel or within the Hamilton Central School District with an annual taxable reimbursement to assist with mortgage interest payments for a period of up to 10 years. The program is designed to encourage newly hired faculty members to live in close proximity to campus, thereby contributing to the residential nature of the University while simultaneously invigorating the Hamilton community.

Additional rules apply: visit colgate.edu/benefits for details.

FACULTY MORTGAGE INTEREST REIMBURSEMENT PROGRAM

During its June 2011 meeting, the Board of Trustees of Colgate University ("Colgate" or "University") approved a Faculty Mortgage Interest Reimbursement Program (the "Program") to assist eligible faculty members who wish to purchase homes within a three mile radius of campus or within the Hamilton Central School District. The Program is designed to incentivize newly hired and newly tenured faculty members to live in close proximity to campus thereby contributing to the residential nature of the University while simultaneously invigorating the Hamilton community.

The Program is subject to availability of funds and can be changed or discontinued at any time at the discretion of the Board of Trustees.

PROGRAM DESCRIPTION

Effective October 1, 2011, Colgate will provide eligible faculty members who purchase their primary, single-family residence within a three mile aerial radius of the Colgate Memorial Chapel or within the Hamilton Central School District ("qualified residence") with an annual taxable reimbursement to assist with mortgage interest payments for a period of up to ten (10) years.

ELIGIBILITY

Only tenure stream or Category I academic faculty, of any rank, with a start date on or after July 1, 2009, are eligible for the Program. Administrators with tenured status are NOT eligible.

AVAILABILITY

As of the 2022-2023 academic year, the Program is only available to faculty members within a window that begins at 6 months prior to the faculty member's official start date and ends at 24 months following the tenure decision.

APPLICABILITY

The Program only applies to first mortgages obtained by an eligible faculty member for the sole purpose of financing the purchase of a qualified residence. Only one reimbursement is available fora qualified residence each year; if two eligible faculty members reside in the same qualified residence, they are only entitled to one taxable reimbursement.

REIMBURSEMENT REQUIREMENTS AND LIMITATIONS

Under the Program, an eligible faculty member must have been in an eligible position on January 10 of the year that follows the year for which reimbursement is requested. In addition, IRS Form 1098 for any year must be submitted to the Finance and Administration on or before April 15 of the next year in order to receive a taxable reimbursement. For example, to receive a taxable reimbursement for the tax year ended December 31, 2011, an eligible faculty member must have been in an eligible position on January 10, 2012 and must submit a 2011 IRS Form 1098 and send to the Finance and Administrationon or before April 15, 2012. Reimbursement will be paid on or before June 30 of the year in which the request is submitted.

Attachment 4

COLLEGE OF THE
Holy Cross

Office of the Provost and Dean of the College / Faculty Housing Assistance

Faculty Housing Assistance

In This Section

Home Purchase

Higher Education Real Estate Advantage This program is a real estate and moving services benefit program that provides Holy Cross faculty and staff with access to a variety of services to support the home buying and home selling process.

Attachment 5

buildings are insured against damage by fire and windstorm. Loss or damage by fire or theft to the personal property of occupants is the responsibility of the occupant.

F. A person whose membership in the faculty has terminated is required to vacate College housing by the end of the fiscal year, June 30. Rent must be paid in advance, on or before the fifth day of the month, unless the member chooses to have the College deduct the rent from his/her paycheck. The member must then sign a payroll deduction authorization card at the Manager of Finance Office Operations' office, and the rent deductions will be made from checks issued at the end of the month covered. When a member is on leave, the College undertakes to offer them housing in which they have expressed an interest, if it becomes available. The College cannot undertake, however, to defer assignment of a unit until the member's return.

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6.2.2 College Guaranteed Mortgage Loans

(amended April 1997)

WHEREAS, Kenyon College is interested in assisting qualified members of the Kenyon College faculty and administration in the acquisition or construction of a personal residence within a ten-mile radius of the Gambier, Ohio, Post Office; and

WHEREAS, various mortgage lending institutions in Knox County, Ohio, have offered to grant real estate mortgage loans to otherwise qualified applicants from the Kenyon College faculty or administration in amounts up to 100 percent of the contract price or100 percent of the actual appraisal conducted by said lending institutions (or, in the case of a refinanced mortgage, the guarantee amount may not exceed the unpaid balance of the mortgage being refinanced) upon the following terms and conditions:

Mortgage Program

Middlebury College has a second mortgage program to assist faculty in the purchase of their first home in the Middlebury area. The second mortgage must be closed simultaneously with the first mortgage at the time of the initial home purchase. The home must be within 40 miles of campus; exceptions to this policy must be approved by the chief academic officer. Faculty eligible for this program include tenured faculty; tenure track faculty who have passed their first review; and physical education faculty with five years of service.

The National Bank of Middlebury (NBM) is the College's partner in this mortgage program.

The NBM will administer, underwrite, close, and hold the second mortgages. The College will collect the payments and subsidize the interest rate on a monthly basis. The new loans will be up to $240,000 or the amount of the first mortgage, whichever is less, have a term of not more than 30 years (but in no event can the term be longer than the term of the first mortgage), a loan to value ratio (first and second mortgages) of 90% or less, and be payable biweekly. The bank will record all interest paid and issue an IRS form 1098 based on the full bank payment. The College and borrower will enter into an agreement, where the College will provide a discount on the second mortgage rate payable to the bank on behalf of the employee every two weeks. **This subsidy will be a taxable benefit to the employee**.

The amount of the subsidy will be the difference between the NBM loan payment and a payment determined at 2% below the rate on the employee's first mortgage with a minimum mortgage rate not less than 2%.

Faculty interested in participating in the mortgage program should contact the Business Services Office, 802.443.5504.

Faculty Loan Program

Pomona College offers a Faculty Home Loan Program for tenure-track and co-terminous faculty. The Faculty Home Loan Program is described in its entirety in the Faculty Handbook. The basic requirements and benefits of the program are described below.

Borrow Eligibility

Tenure-track and co-terminous faculty are eligible for the program immediately after signing a multi-year contract with Pomona College.

Property Requirements

Geographic Requirement: The property financed must be located within a 5 mile radius of

Attachment 8

September 1, 2022

Faculty Mortgage Program for the Purchase of a New Home
Plan Description

Program Objectives

Attracting and retaining world-class faculty members is critical to Wellesley's mission. In recognition of the high cost of housing in the Boston area, Wellesley College has two programs aimed at helping faculty secure suitable housing within a reasonable distance of the campus – the Faculty Housing Program and the Faculty Mortgage Program. These two programs help support faculty members' housing needs at different stages of their careers. The housing programs are separate from the College's benefits program and are not automatically granted.

The faculty housing rental program is open to all members of the faculty and includes approximately 100 dwellings of different types—roughly 60% apartments and 40% houses—within walking distance of the campus. The faculty mortgage program is available to tenured faculty and certain administrative officers in order to facilitate the purchase of a home proximate to Wellesley. Towns and cities included in the program offer a wide range of housing options.

The College's mortgage program is designed to make the purchase of a home more affordable for eligible borrowers during their employment at the College. The mortgage program consists of a first mortgage through a commercial lender and a second interest-only mortgage from the College at a favorable rate of interest. For most borrowers, the generous terms of the College mortgage program enables them to purchase a home earlier than they otherwise might be able to afford through a mortgage obtained on the open market. Since individuals' circumstances vary, the College's program may not make sense for everyone who qualifies. Prospective borrowers who are considering the College's mortgage program are advised to consider whether an outside mortgage may better fit their circumstances and meet their needs.

Summary

Wellesley's Faculty Mortgage Program combines two distinct mortgage loans for the purchase of a new home – a first mortgage obtained through a commercial lender (Needham Bank), and a tax-efficient, minimum interest, second mortgage from the College with interest-only payments due during the term of the loan. It is not possible to obtain the second mortgage without obtaining a first mortgage from Needham Bank. The length of the term of the first and second mortgage loans must be the same, and may be up to 30 years.

Through the program at Needham Bank, the down payment can be as low as 5%, and Needham Bank offers both fixed and variable/adjustable rate loans, with varying terms, at competitive rates. Information regarding Needham Bank's borrowing program is available at: https://www.needhambank.com/personal/residential-loans.

The interest rate of the second mortgage, which is loaned by the College, is the Annual Long-Term Applicable Federal Rate (AFR), the lowest interest rate allowed by the IRS without tax consequences. The interest rate on the Wellesley loan will be set based on the rate in effect in the month in which the rate is locked for the Needham Bank loan.

Attachment 9

Wesleyan Mortgage Program

REVISED EFFECTIVE DATE - JANUARY 1, 2022

Purpose of Program

Wesleyan provides first mortgage assistance on residential properties for the purpose of supporting and encouraging faculty and staff to secure home ownership within reasonable commuting distance of the campus.

Mortgage assistance can be used for expenses directly related to the mortgage and closing costs for the purchase of the home. This includes down payment, discount points (to lower the mortgage rate), real estate taxes, title policies, mortgage interest and insurance premiums required to be paid at closing.

Eligibility Guidelines

Faculty

STAFF HANDBOOK

Williams » Handbooks » Staff Handbook » Benefits » Benefits: Other » Mortgage Program

Mortgage Program

The College makes subsidized mortgages available to eligible faculty and administrative staff in order to assist them in acquiring homes in the Williamstown area. This benefit is intended to help these employees when first entering the Williamstown area housing market.

The mortgage benefit is available for houses in Williamstown and towns within a 50 mile straight line radius of Williamstown. 880 Main Street, Williamstown, Massachusetts will be the address of record for measurement purposes. All properties within a town proper/zip code are considered eligible for the mortgage benefit as long as some portion of the town proper/zip code resides within the 50 mile radius, even if the property itself is slightly more than 50 miles from 880 Main Street.