Faculty compensation at CCSF

Some progress, but more needed

Updated from flex-day with explanatory text.

San Francisco Community College District Federation of Teachers, Local 2121

AFT 2121

As we all know, while City College of San Francisco was under attack by the ACCJC, and under a hostile state-takeover, faculty salaries were unilaterally cut by the administration without negotiations.

While fighting to block the worst of the administration's take-backs, AFT 2121 leadership spent 1000s of hours supporting lawsuits against the ACCJC filed by the City of San Francisco and the state-wide CFT.

The leadership also spent countless hours working with the national AFT leadership to force the Department of Education to put the ACCJC on probation.

Today, the leadership of the ACCJC has been replaced and CCSF is fully accredited for the next 7 years.

The old college administration that was attempting to downsize the college has been removed.

The current administration is committed to growing the college.

At the start of the last round of negotiations, AFT 2121 made a presentation to the District similar to this one highlighting all the reasons salaries needed to be increased, including:

- the effect of low starting salaries on recruiting,
- the effect of low ending salaries on retirement income,
- the effect of the cost of living in San Francisco on eroding the living standards of faculty, and
- the need to address various load factors.

All of this was obvious, but the District and the Board needed to hear it.

In the last round of negotiations, the District brought in a union-busting legal team that made bargaining contentious and ugly.

In addition, the District engaged in multiple strategies to divide faculty based on differing interests of faculty constituencies.

Their most obvious attempt was to offer FT faculty a paltry raise and nothing for the PT faculty.

The District's "last and best" offer drastically shortchanged part-time faculty and included no changes in any load factors.

The last round of negotiations lasted for more than a year and a half, with the bargaining team meeting at least once a week, spending countless additional hours in research and prep.

Even more effort and hours were spent organizing our members and building a broad coalition of faculty and community groups.

The increased strength of our union enabled the successful one-day strike.

Only after this show of unity and solidarity did the District finally started to take negotiations seriously.

By standing together, we won a significantly better contract, including a first step toward adjusting load factors.

These are the gains we made in the last round of bargaining.

		District's Offer		What we won
	all numbers are in %s	FT	PT	FT & PT
2015-16	restoration	3.70	0.00	3.70
	raise	1.10	0.00	4.68
	COLA	1.02	1.02	1.02
	one-time payment of 2.16 for FT and 2.33 for PT	2.16	2.33	0.00
	lookback	0.00	0.00	0.00
2016-17	raise	0.00	0.00	1.00
	COLA	0.00	0.00	0.00
	one-time payment of 2.16 for FT and 2.33 for PT	0.00	0.00	0.00
	restore lost step	0.00	0.00	2.60 - 4.00
	added a step	0.00	0.00	2.60 - 4.00
	lookback	0.00	0.00	0.00
	.67 lab factors incr'd to .75	0.00	0.00	+ ?
2018-19	COLA	1.56	1.56	1.56
	one-time payment of 2.17 for FT and 2.34 for PT	0.00	0.00	0.00
	lookback	0.00	0.00	0.00
TOTAL INCREASE		**9.54**	**4.91**	**11.96 - 19.96**

The salary increase for <u>all</u> faculty in the first year of the contract, 2015/16, was 9.4%.

Over the life of the contract, all faculty received additional salary increases.

These salary increases were the largest of any of the Bay 10 community college districts.

Historically, we have compared CCSF salaries with the Bay 10.

The "Bay 10" are CCSF and the nine other Bay Area community college districts.

The stated goal for at least three decades has been to have CCSF salaries above the Bay 10 median. Since 2007, this goal has not been met.

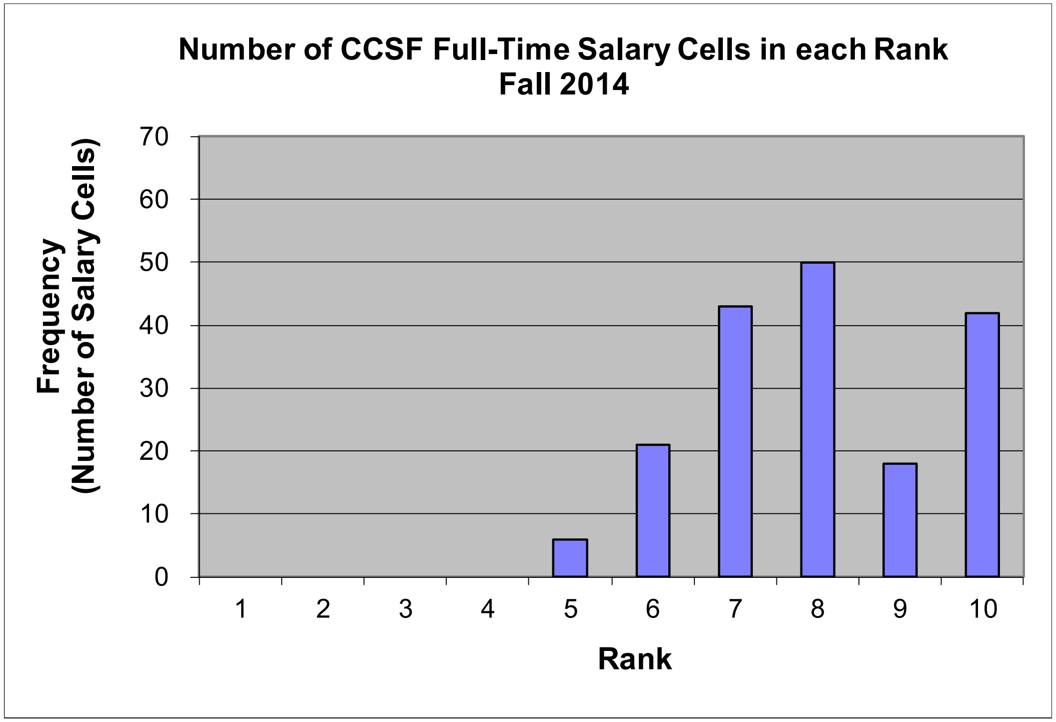
Up until the 2016/17 academic year, the CCSF salary schedule had 6 columns and 16 steps. For each step, the salary increases. Once the top step is reached, the salary stays the same.

The columns indicate different levels of education, and the steps are pay increases that result from increasing years of service to the college.

The schedule shows the salary for each column, and each year of service, from 1 to 30.

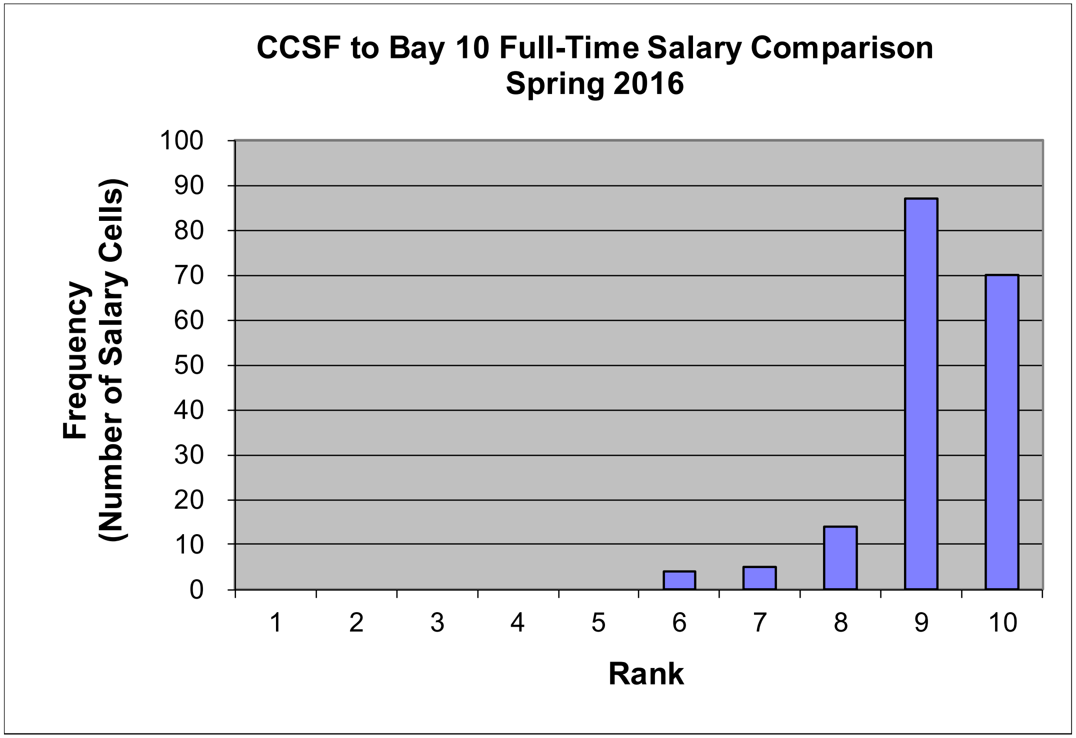
The result is a set of 180 salary cells.

This chart shows the ranking of each of these cells relative to the Bay 10 Median at the start of the last round of bargaining in Fall 2014.



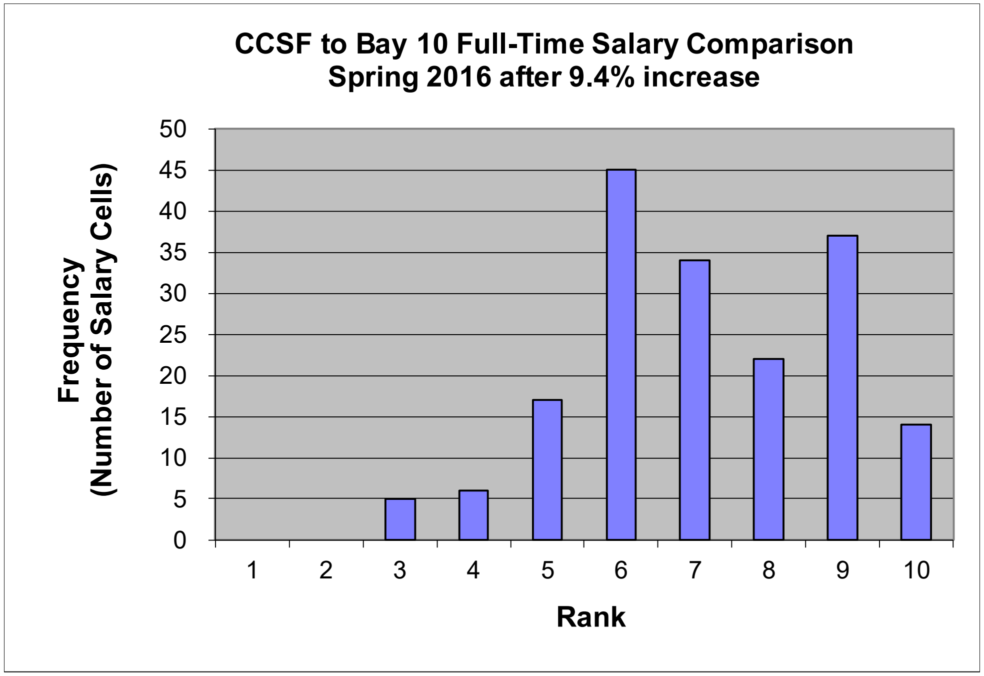
97 % of faculty salaries were ranked below the Bay 10 median, and 61% were ranked 8th or lower.

During the year and a half of negotiations, all of the other districts received salary increases. As a result, before the salary increases included in the most recent contract took effect, our rankings had deteriorated to:



100 % of faculty salaries were ranked below the Bay 10 median, and 81% were ranked 9th or 10th.

This chart shows the new rankings after the salary increases that were retroactive to Fall 2015.



This was a significant improvement, with 20% now above the Bay 10 median and another 34% ranked 6th.

(NOTE: graphic corrected from earlier version.)

Under the new contract, the starting salaries of every salary column were 10.4% higher in Fall 2016 and 12% higher in Fall 2017.

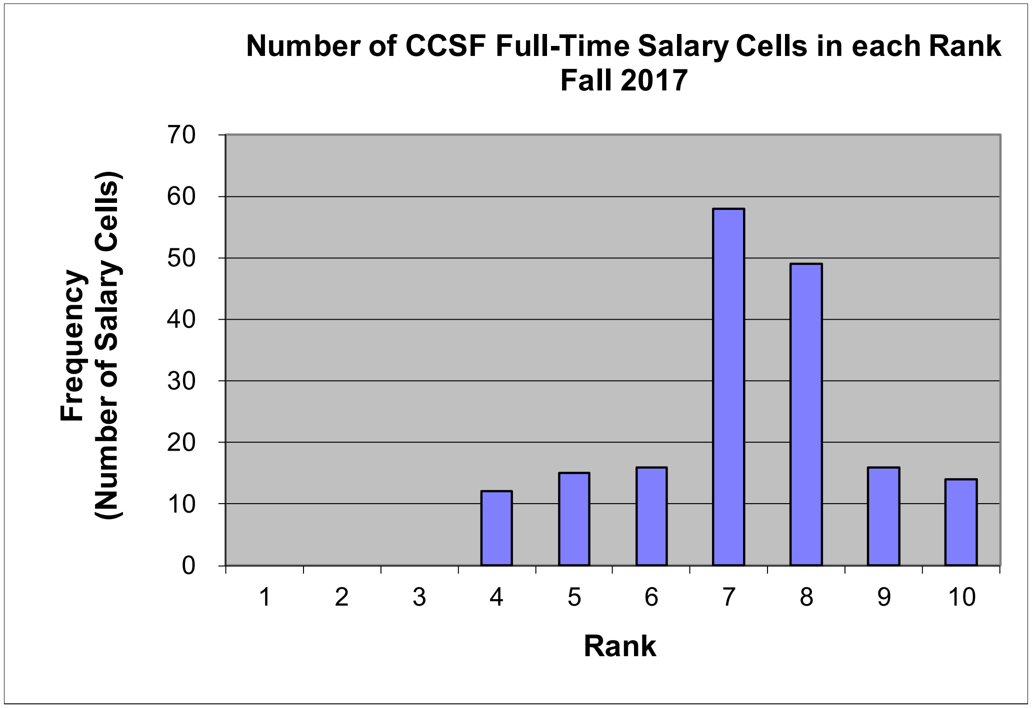
The retirement income of most faculty retiring after Spring 2016 is now 15% to 19% higher than before the most recent contract.

The new contract added an additional salary step for both full-time and part-time faculty as a start toward addressing the issue of salary stagnation.

The contract started making progress on load factors by eliminating the 67% lab factor and making these labs 75%.

The contract also blocked the attempt by the District to require that Dean's participate directly in peer-review, that office hours be increased and that even more classes could be cut due to what the District claimed is "low enrollment."

This chart shows the our new rankings as we start into this new round of negotiations. It reflects the CCSF salary increases that occurred in years 2 and 3 of our current contract and the salary increases that have occurred at each of the Bay 10.



There is a lot of improvement over our last starting point, but we still have a long way to go.

As we enter the current round of negotiations, the bargaining team is continuing to address the same, totally obvious, issues:

- the effect of low starting salaries on recruiting,
- the effect of salary stagnation on faculty morale and retirement income,
- the effect of the cost of living in San Francisco on eroding the living standards of faculty, and
- the issue of equity between faculty at different load factors, including full-time and part-time faculty.

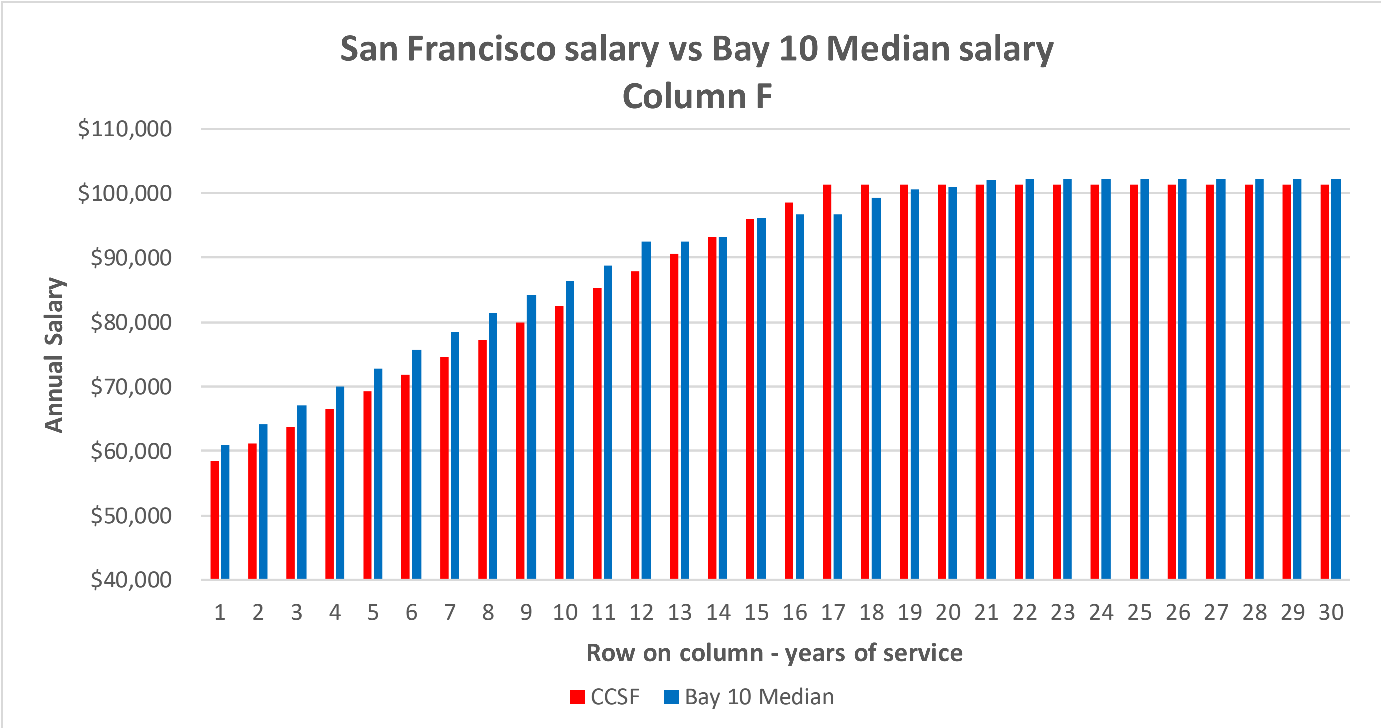
Unlike the previous round, the District seems to be more open to discussing all of these issues.

Each column of the CCSF new salary schedule has 17 uniquely different salary levels, or “steps.”

Some the schools in the Bay 10 comparison have fewer steps and some have more, with the maximum being 23, which occur at different points in a 30 year career.

Once a faculty member reaches the top step, their salary remains the same for each subsequent year of service. This is true for all districts.

For very simple comparisons, bar charts are sometimes helpful.



In our bargaining that is not true. Some years, CCSF is above the median and others, below. Given the complexity of the analysis, more detail is needed.

For the following analysis, we start with a "representative" faculty member on column F of the salary scale, which applies to faculty in a discipline requiring an MA degree. Every Bay 10 district has an equivalent to column F.

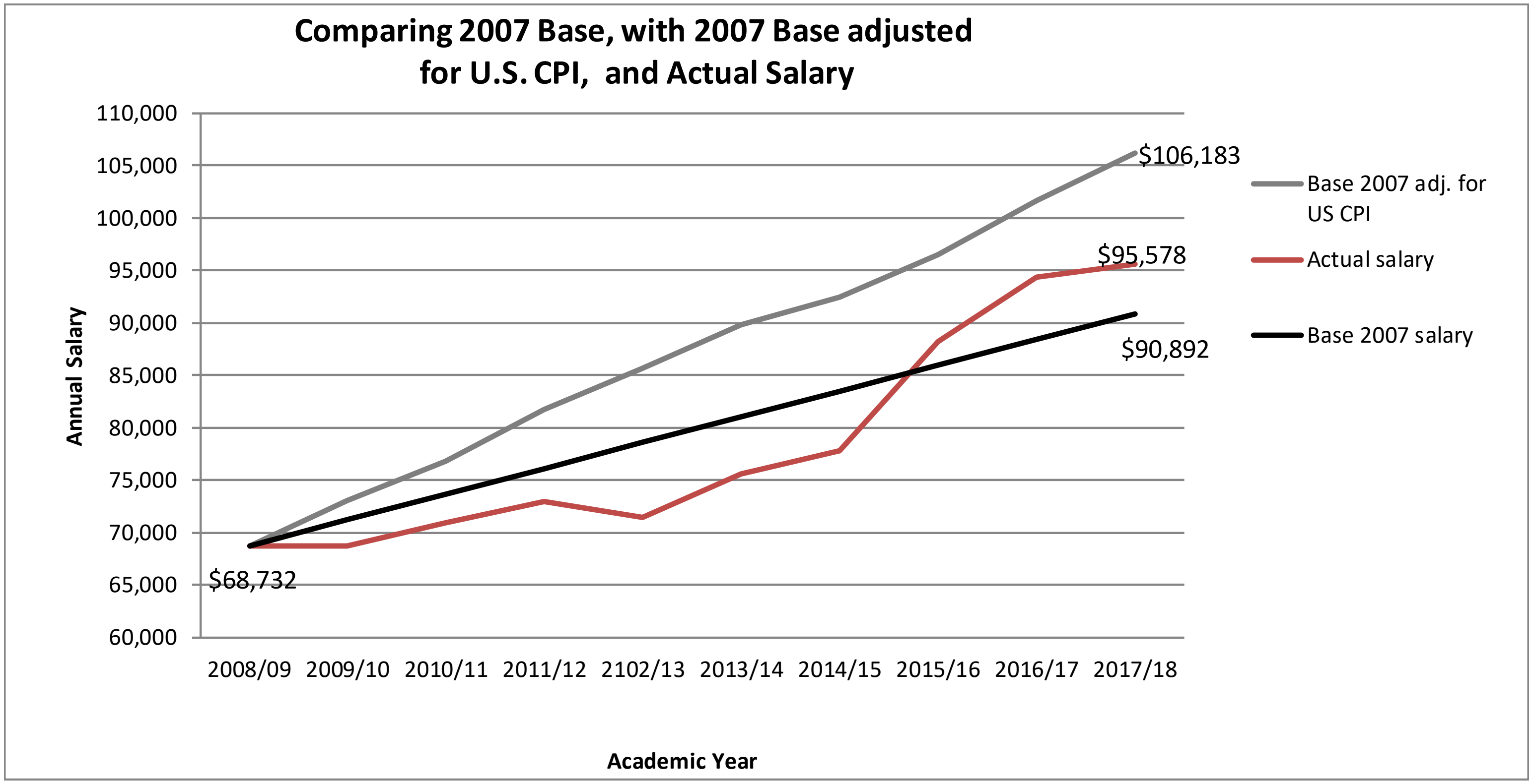
We start with a faculty member who was on step 7 in 2008. By starting on step 8, this person hits the salary cap this year.

This allows us to see the pattern of salary changes from the start of the ACCJC attack to today.

Each year, a full-time faculty member is supposed to move one step up on the scale.

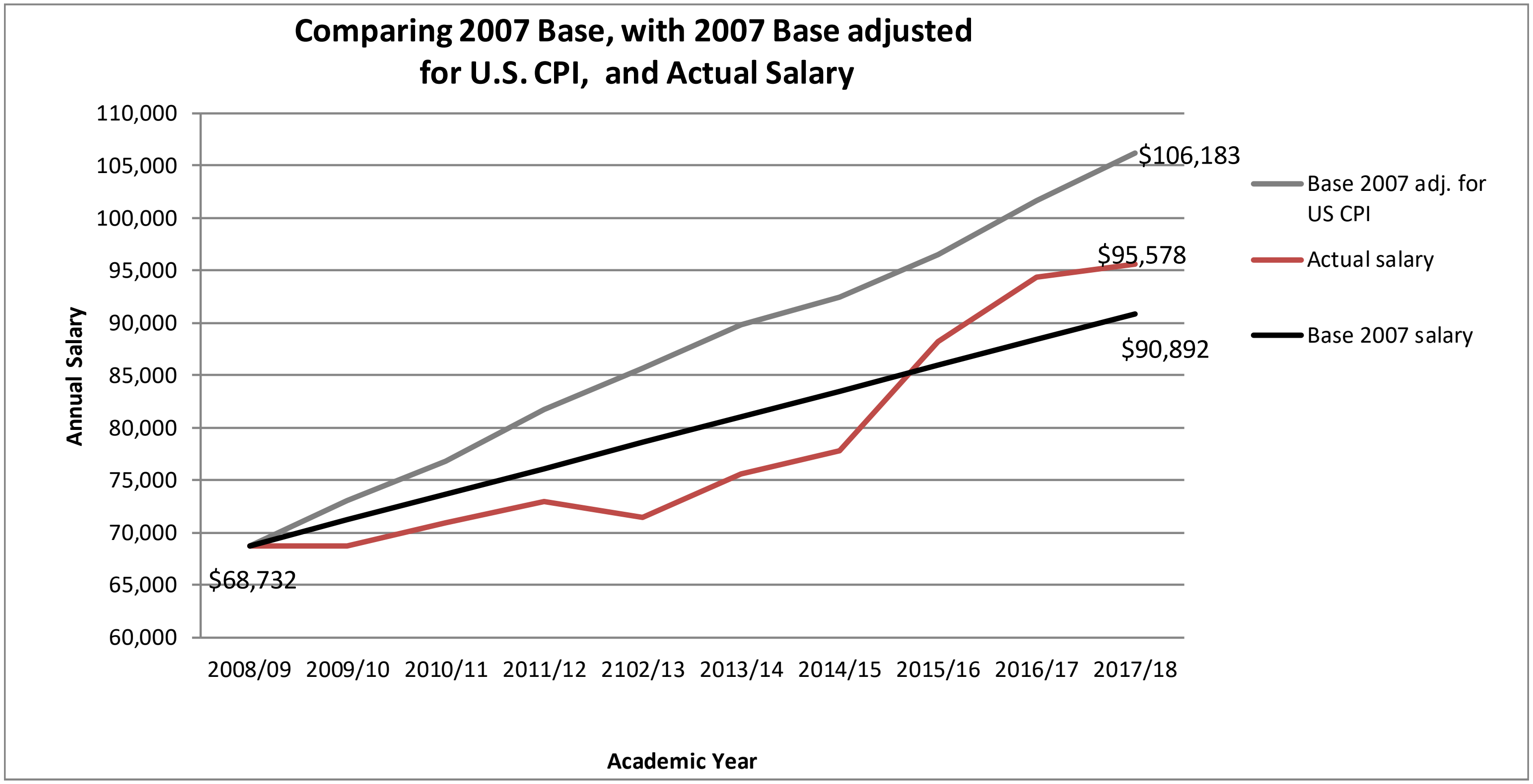
In Fall 2009, this step increase did not occur, and all faculty were one step behind each year until the Fall, 2016. In addition, faculty were forced to take salary cuts between 2008 and 2014.

The following demonstrates the "representative" faculty under several scenarios.



The black line shows the salary of this faculty member if there had been no changes from the salary schedule in place in 2007.

The red line is the actual salary received by the faculty member each year.



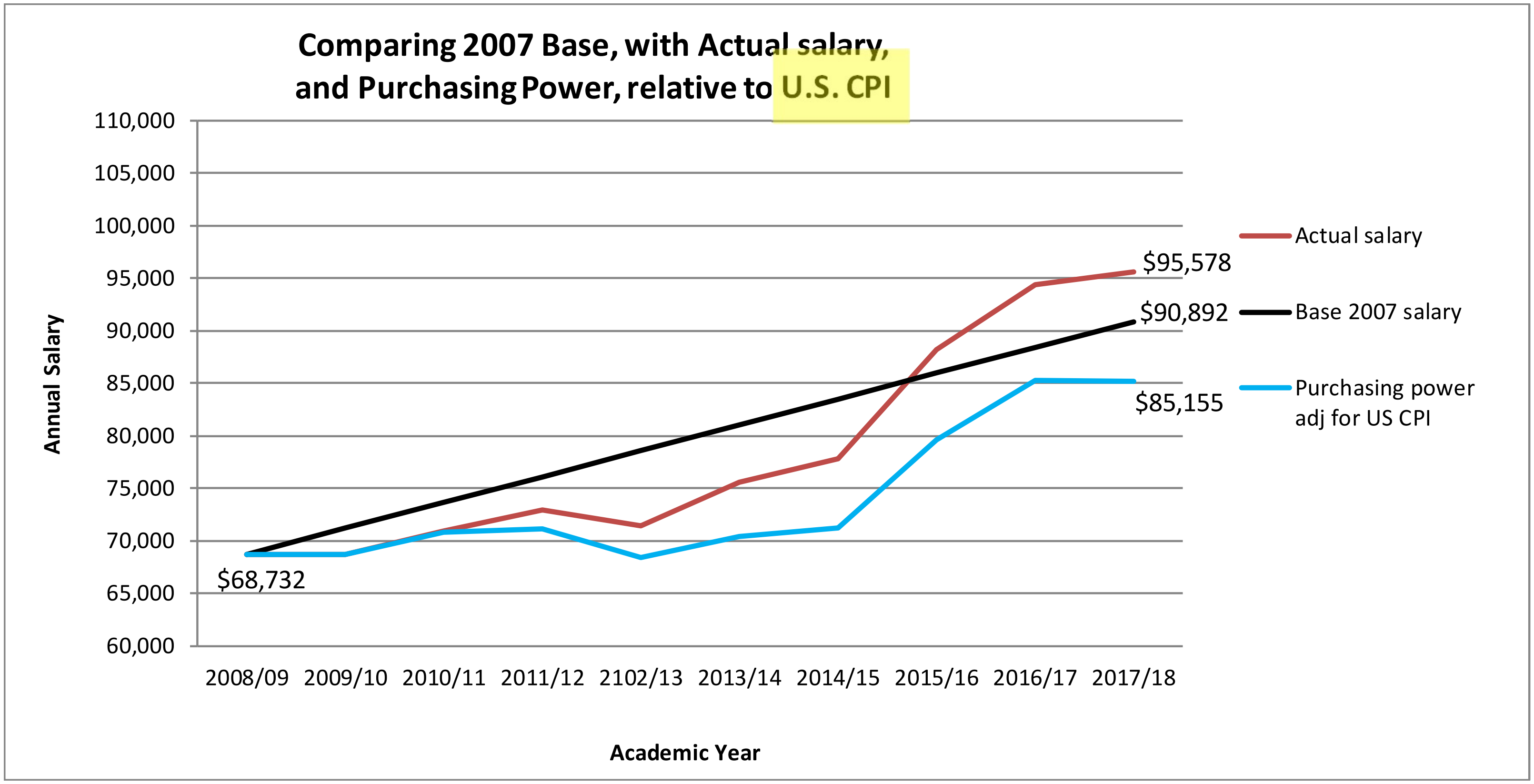
From 2008 to 2014, this person lost $21,619 from what they would have made on the 2007 salary schedule. The most recent contract succeeded in moving them above the 2007 salary schedule.

The top line shows what their salary would have been if the 2007 schedule had just been adjusted for the overall rate of inflation in the U.S. Obviously, inflation has had an effect.

The previous chart shows the salary required for this faculty member to have the same purchasing power in 2016/17 as they would have if their salary on the 2007 salary schedule had been adjusted for inflation. This is not how this comparison is usually made.

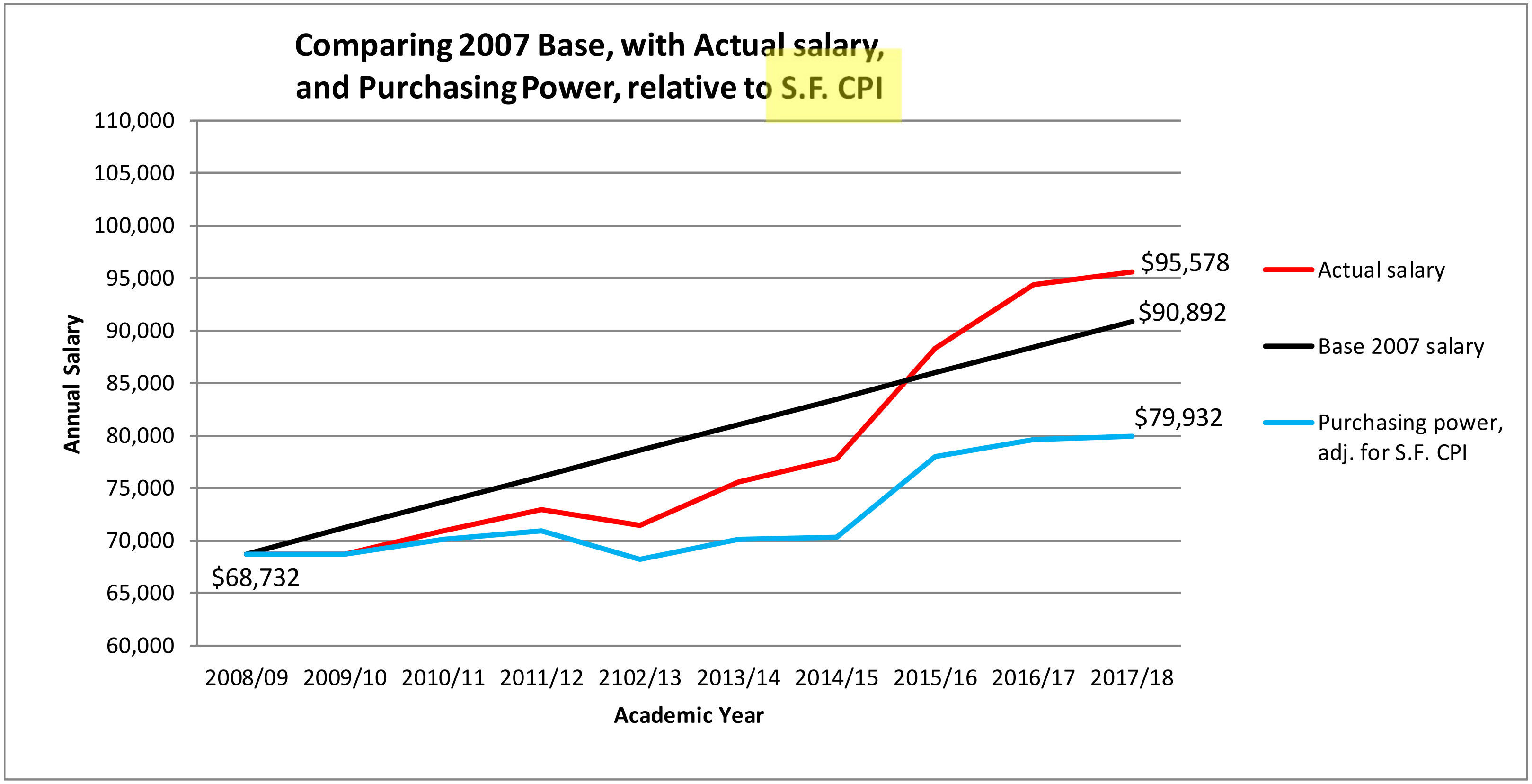
It is more common to adjust the actual salary to reflect its purchasing power relative to the first year.

The following three slides do that for three different measures of inflation.



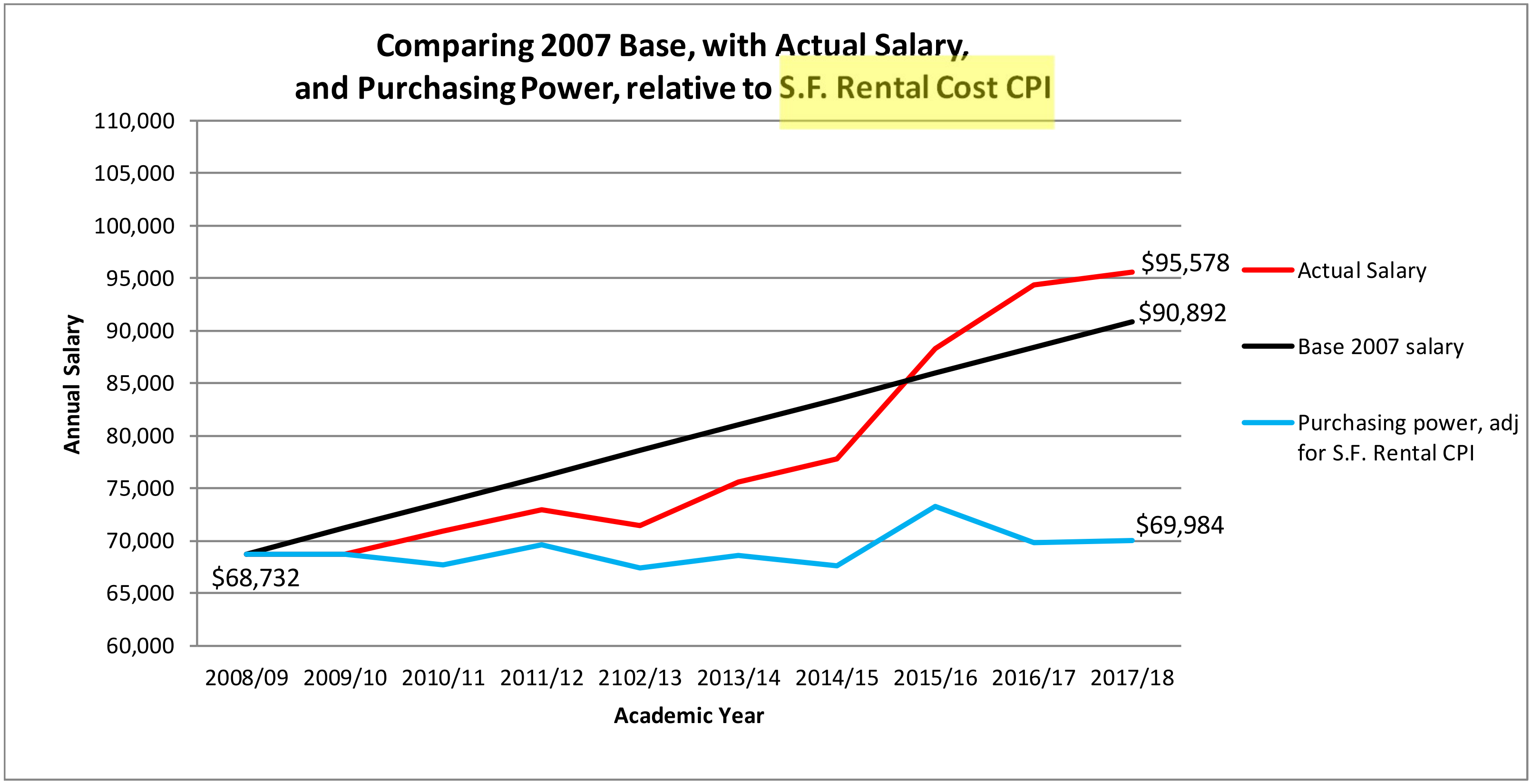
The blue line shows the purchasing power of the actual salary, adjusted to reflect the "All Item" Consumer Price Index (CPI) for the U.S. as a whole. This is the index that is most commonly used to measure "real purchasing power."

By this measure, the faculty member could buy only $16,423 more as a result of moving up the salary scale over nine years.



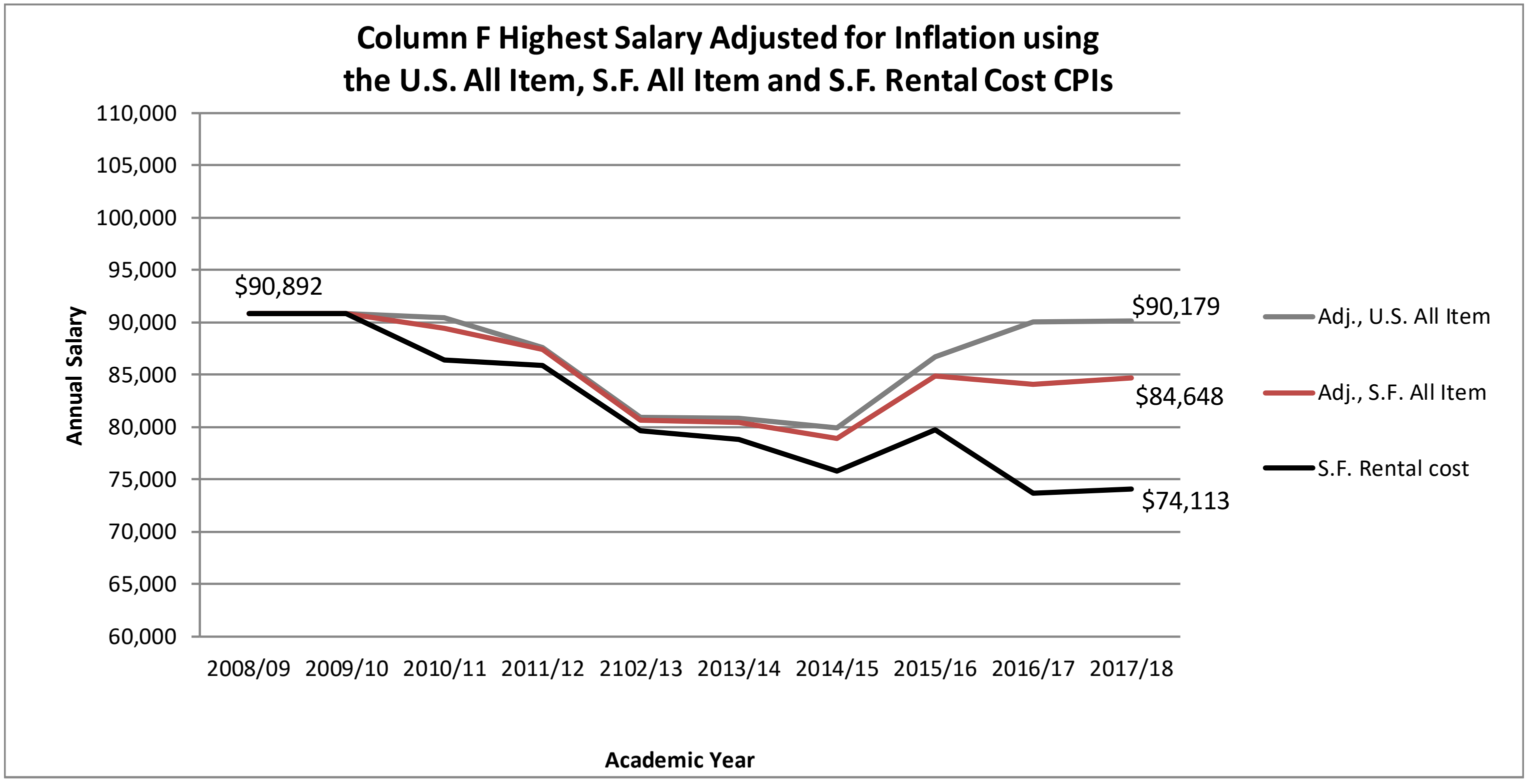
The cost of living has increased significantly faster in San Francisco than for the country as a whole. The Bureau of Labor Statistics calculates CPIs for several metropolitan areas, including San Francisco.

The blue line shows the purchasing power of the actual salary based on the “All Items” CPI for San Francisco. Using this measure, there was no increase in purchasing power until the most recent contract came into force.



Housing prices and rental cost have risen even faster in San Francisco than for the country as a whole. The BLS calculates a CPI for the cost of rentals.

The blue line shows the purchasing power of the actual salary based on the “Rental Cost” CPI for San Francisco. Using this measure, even after moving up nine steps in the salary column, this person could buy no more in 2018 than they could in 2008.



As painful as this appears, if someone on Column F had been at the <u>top step</u> in 2008, they would have seen no salary increase until the most recent contract which added an additional step. As a result, despite a salary increase over the past three years of 18% in nominal dollars, the purchasing power of their current salary is:

About 0.8% lower than in 2007, based on the U.S. All Item CPI,

About 6.9% lower than in 2007, based on the S.F. All Item CPI,

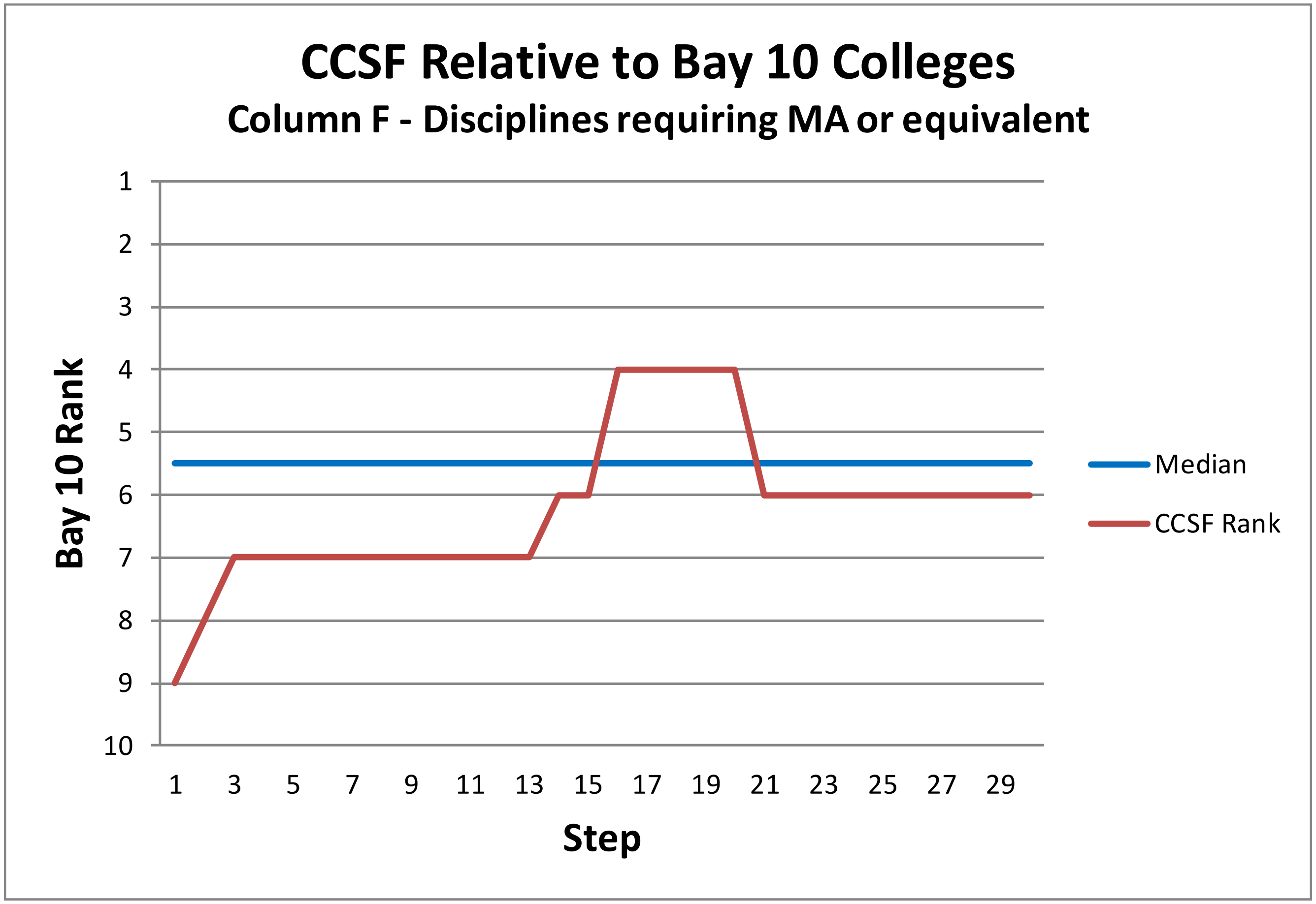
and fully 18.5% lower than in 2007, based on the cost of rent in S.F.

The pattern is the same for all of the salary columns.

Obviously, more needs to be done to increase the salaries of all faculty at CCSF.

In the past, the stated goal of the CCSF salary schedule was that all full-time faculty should receive a salary at or above the Bay 10 median salary for the same rank.

The following slide shows the ranking, relative to the other Bay 10 schools, for faculty members on column F, with varying years of service.

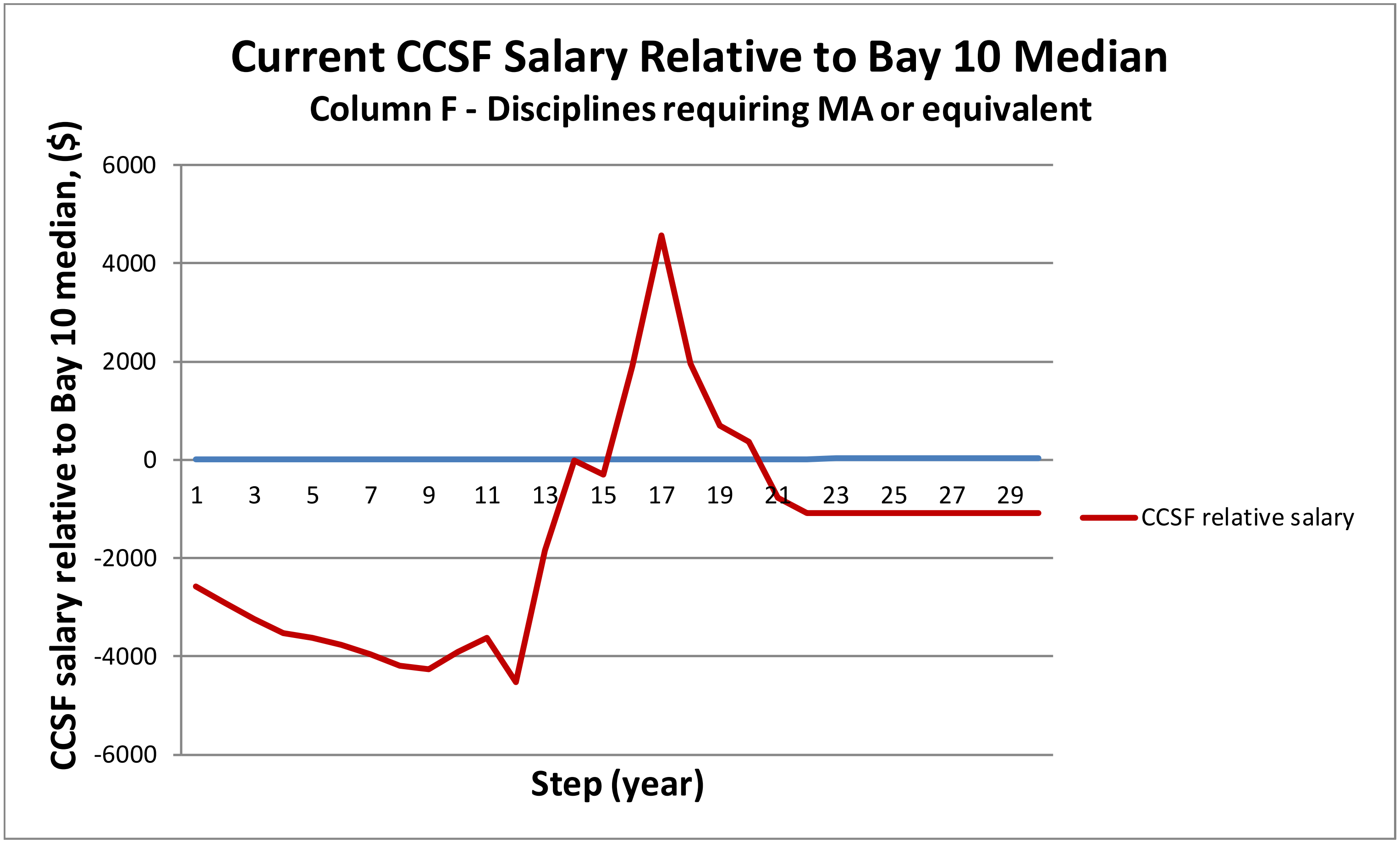


Faculty on column F at CCSF have salaries below the Bay 10 median for all but five years. The salary for step 1 is the 9th lowest, and they end at the rank of 6th.

The previous slide demonstrates we are failing to meet the goal of a salary above the Bay 10 median for faculty on column F.

But that slide does not show how <u>badly</u> we are failing.

The next slide demonstrates, in dollar terms, how far below the Bay 10 median salary faculty on column F are paid.



We need to explain this rather odd looking pattern.

In all of this analysis, we are comparing each of the 180 salary schedule cells at CCSF with the corresponding salary cell at each of the other nine Bay 10 districts.

The median of a distribution is the value for which half of the distribution is above that value and half is below that value.

In a distribution of 10 community college districts, the median salary of each salary cell is the mid-point between the salary cells of the districts ranked 5th and 6th.

Each column of the CCSF new salary schedule has 17 uniquely different salary levels, or “steps.”

Some the schools in the Bay 10 comparison have fewer steps and some have more, with the minimum being 12 and the maximum being 23, which also occur at different points in a 30 year career.

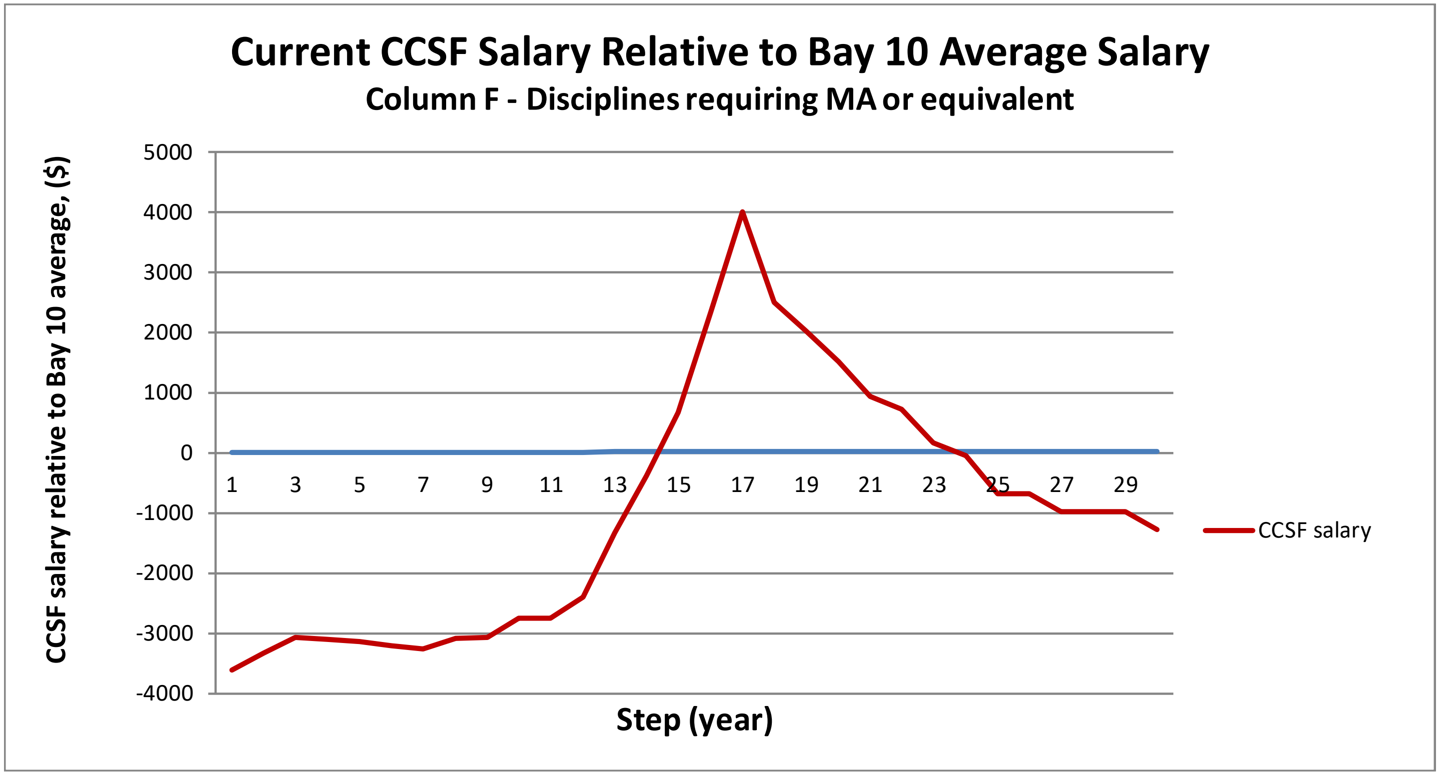
In addition, the dollar amount of salary steps vary by district and, within districts, by salary column.

As we move through the steps of the salary schedule, the districts that are ranked 5th and 6th and which determine the median, are constantly changing.

One way to overcome this unstable pattern is to focus on the Bay 10 average salary, rather than the median.

In many cases, the median is a much better measure for comparison (Bill Gates).

But in this case, the a comparison to the average can provide some insight.



For column F, CCSF salaries start below the Bay 10 average, but do not decline from year 1 to year 8. From year 8 to 17 the salaries rise much faster than the average. This allows CCSF salaries to reach their peak much sooner than many other districts.

CCSF column F salaries are above the Bay 10 average for years 14 to 24.

So far, we have been looking at the patterns for column F.

The remaining columns in the salary schedule are:

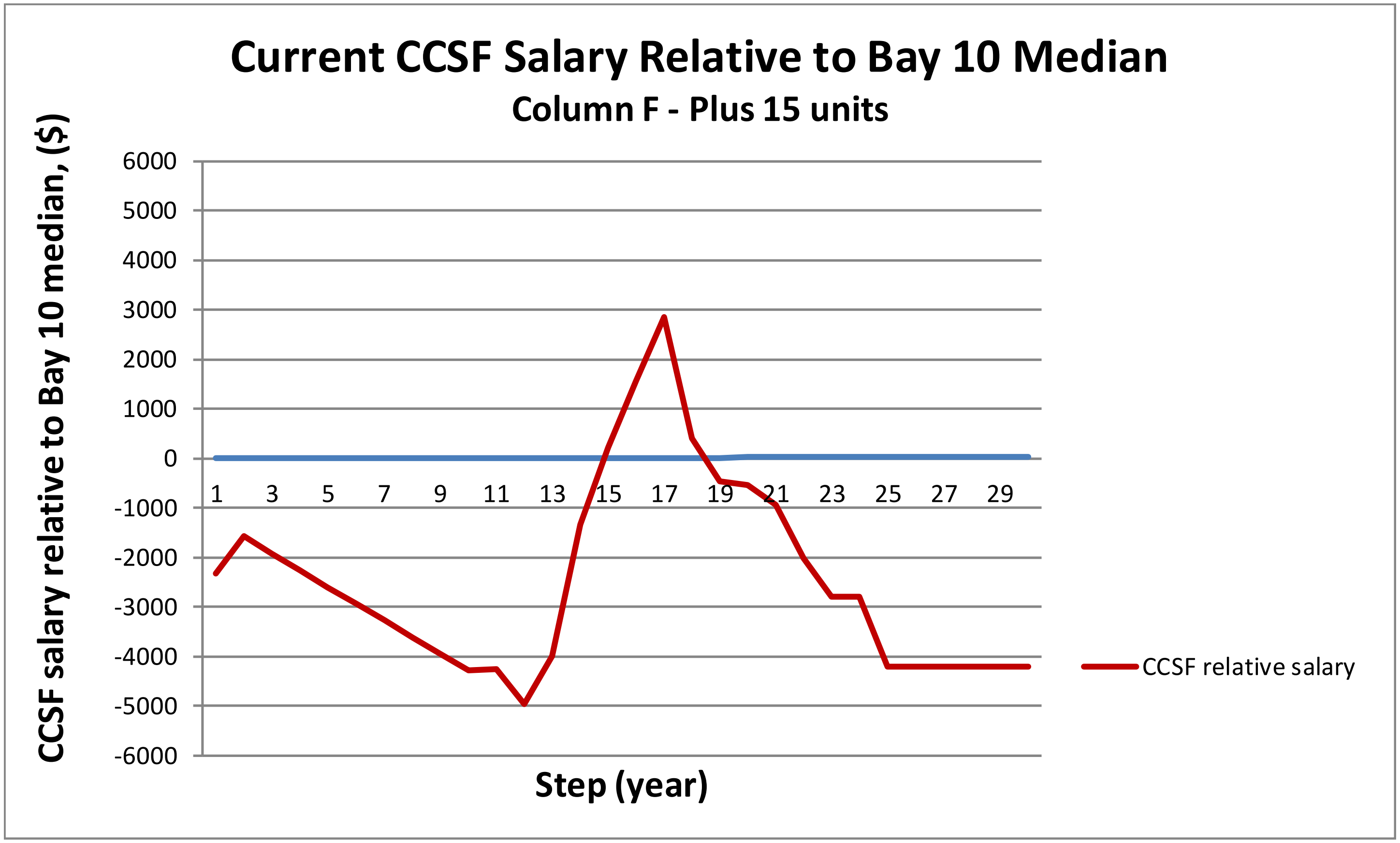
F plus 15 (Disciplines requiring a MA: BA plus 45 units with MA)

F plus 30 units

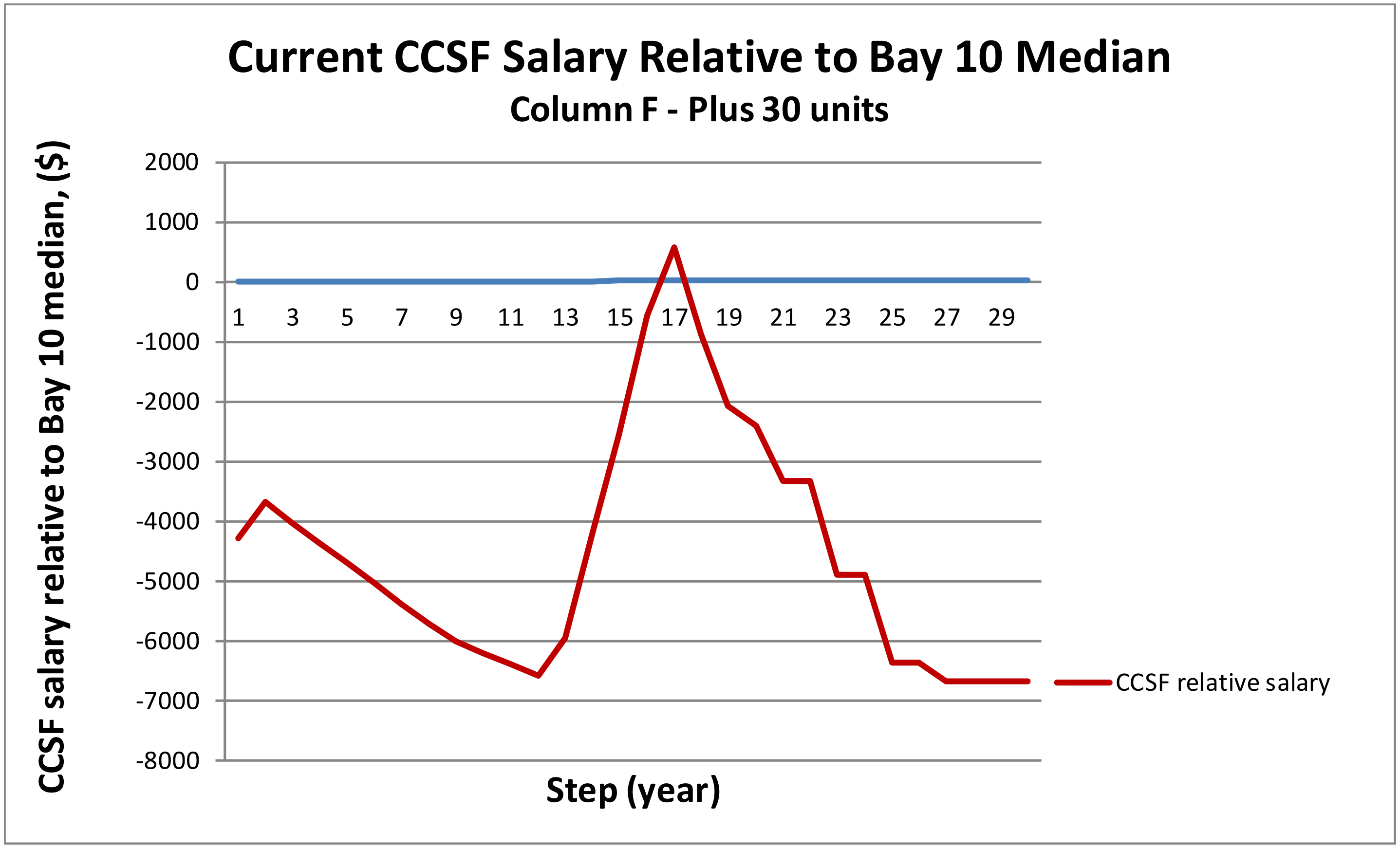
F plus 45 units

Column G Ph.D. or MA plus 60 units

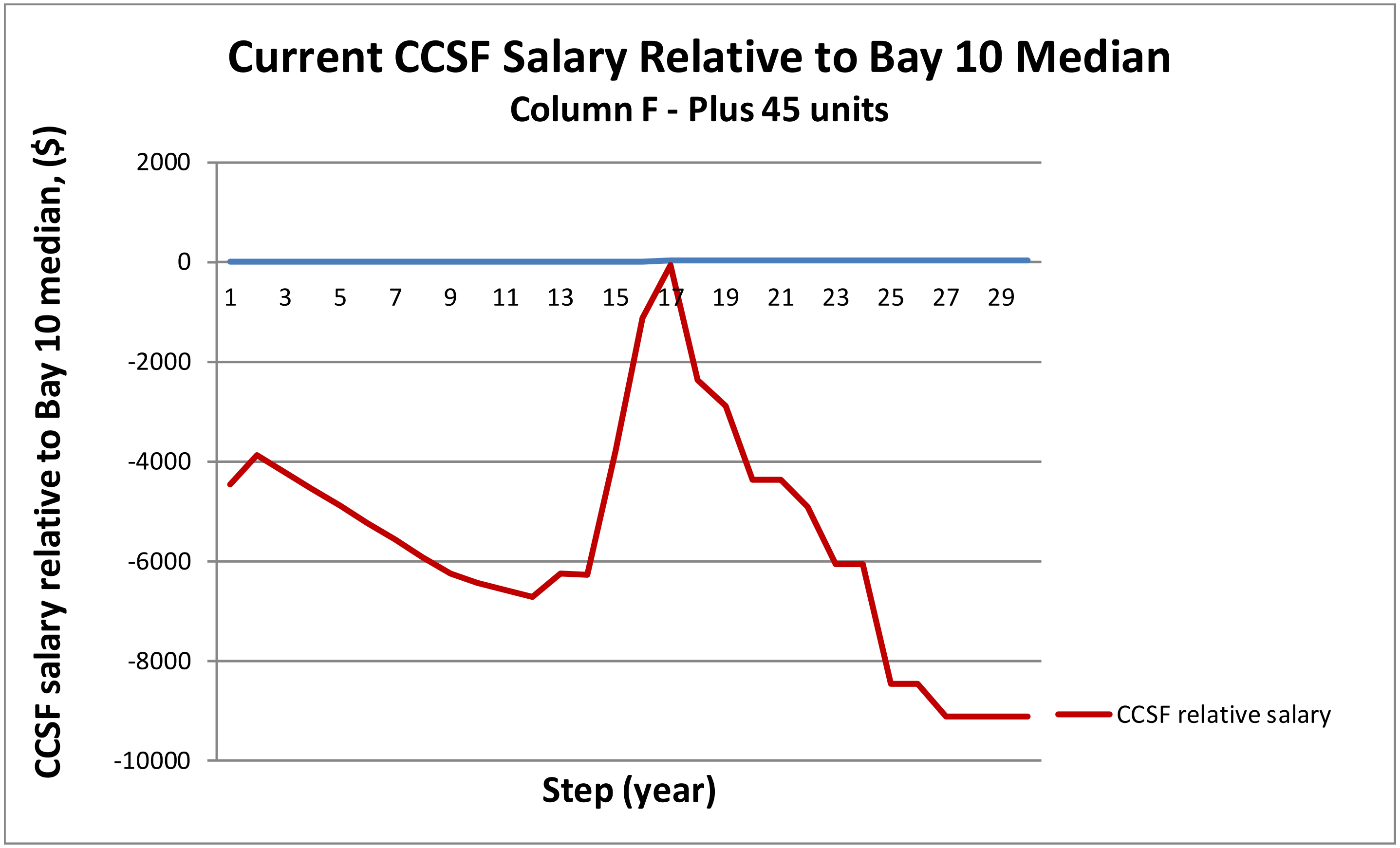
The following slides provide median salary comparisons for those salary ranks.



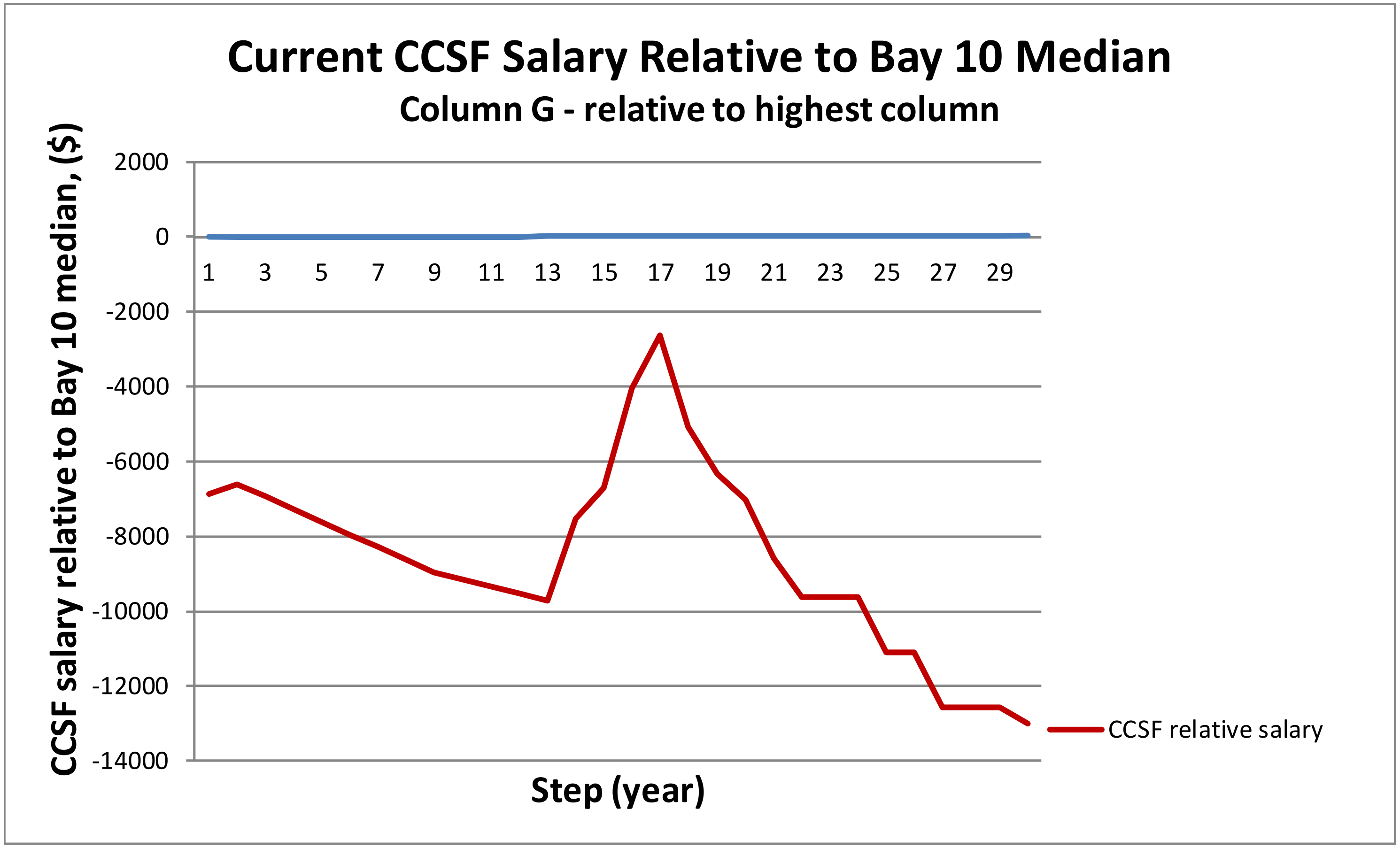
Note that we are again comparing to the Bay 10 median.



Note that the vertical scale has changed to reflect how much further this column is below the median.



Note that the vertical axis has changed again.



Note that the vertical axis has changed again, and that the closest any salary step gets to the median is a shortfall of $2,600. By year 30, the shortfall is $13,000.

This variation by column results from different districts having different numbers of columns, column movements occurring at different levels of credits beyond the MA, and different dollar amounts of salary increase for movement from one column to another.

It is clear from these comparisons, that as the level of education of the faculty increases, they fall further behind similar faculty at the Bay 10 peer institutions.

This is an issue AFT 2121 and the District had been incrementally addressing prior to the ACCJC attack and are starting to address again.

The situation is very much the same for part-time faculty as well. They have experienced the same step freeze and salary cuts as full-time faculty.

In addition, their original salaries were even lower, as a result of the pro rata, and their movement up salary steps is much slower.

Maintaining a high pro rata mitigates this a little.

Maintaining a high pro rata helps to insure that retiring full-time faculty will be replaced by new full-time faculty.

As this analysis has demonstrated, salary comparisons with the other Bay 10 districts are very complex.

In order to address all of the issues mentioned above, including recruitment and retirement income, and moving to raise the salaries of all faculty above the Bay 10 median, it will require more than a simple <u>across-the-board</u> increase in all salaries.

The bargaining team is currently looking at various options as we develop the Union's salary proposal, including adjustments to both salary steps and columns as well as load factors.