


June 21, 2011

**MEMORANDUM**

**TO:** Board of Trustees, St. Petersburg College

**FROM:** William D. Law, Jr., President 

**SUBJECT:** Faculty Compensation

**The Board is requested to approve the work of the Faculty Compensation Committee for a three-year plan to enhance faculty salaries at St. Petersburg College.**

Discussion

Over the past year, FGO Chairperson Maureen Mahoney and I have co-chaired a special Faculty Compensation Review Committee toward the end of determining what steps would be appropriate to strengthen the salary and compensation plan for St. Petersburg College faculty.

The Faculty Compensation Committee met six times from November 5<sup>th</sup> to April 29<sup>th</sup>. Meetings were wide-ranging, solutions-oriented and professionally candid at all times. Early meetings focused time and attention on key information regarding current salary structure, salary history, placement on initial hire, previous review and structural contract similarities and differences (30/36/42 ECH), and anticipated outcomes of the Committee process.

The complete report of the Compensation Committee is attached for your review and background.

In the end, the Committee recommended a plan that would allow for all of the following:

1. The establishment of a defined matrix point salary system that would provide reasonable assurance to faculty of how their salaries could progress over the course of a career at SPC;
2. The defined matrix point salary system would also provide a means for faculty to move toward the top of a salary schedule over a career at the College;

3. The establishment of improved base salary levels that would allow for faculty to avoid teaching excessive ECH loads for the purpose of earning compensation outside the base salary; (return to established BOT rules)
4. Some means of recognition that salaries for faculty at SPC had not kept pace with other institutions over the recent past.

Additional work on the following key items will need to occur at some future date:

1. The desire to provide a common supplemental pay rate for both lower level and upper level coursework taught beyond the base contract by fulltime faculty;
2. The development of a means to recognize meritorious faculty service within the salary structure;
3. The feasibility of eliminating or modifying the 12-month, 42-ECH contract of the faculty in the baccalaureate programs.

To achieve the four goals listed in the recommended plan, above, the College would provide modest additional compensation to faculty over the next three years beyond other annual raises that the Board might approve. The additional compensation is based on longevity with the College and would range from 2-4% each year.

These supplemental adjustments are intended to recognize that the SPC faculty salaries have not kept pace with other institutions over the recent past. As we continue to hire faculty to meet our enrollment growth and as we desire to attract the very best faculty from across the country, it is vitally important that we have the most competitive salary and compensation plan that we can structure.

We are also most fortunate that the College's financial situation remains sound despite the larger economic issues faced in our state. By making this plan a priority at this time, we can accelerate our faculty salaries toward the highest echelon, recognizing the excellence that we have established while assuring our competitiveness moving forward.

In developing a college budget, I believe strongly that you dedicate your resources to support your values. In taking this step to strengthen the compensation of the St. Petersburg College faculty, we will be demonstrating our commitment to academic excellence and support of a very meritorious faculty.

I recommend your support of the plan.

Thank you.

Attachment

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## **Faculty Compensation Committee Overview**

The Faculty Compensation Committee met six times from November 5<sup>th</sup> to April 29<sup>th</sup>. Meetings were wide-ranging, solutions-oriented and professionally candid at all times. Early meetings focused time and attention on key information regarding current salary structure, salary history, placement on initial hire, previous review and structural contract similarities and differences (30/36/42 ECH), and anticipated outcomes of the committee process.

Eventually, the following items emerged as the key areas of focus in the committee's work:

1. The establishment of a defined matrix point salary system that would provide reasonable assurance to faculty of how their salaries could progress over the course of a career at SPC;
2. The defined matrix point salary system would also provide a means for faculty to move toward the top of a salary schedule over a career at the college;
3. The establishment of improved base salary levels that would allow for faculty to avoid teaching excessive ECH loads for the purpose of earning compensation outside the base salary; (return to established BOT rules)
4. Some means of recognition that salaries for faculty at SPC had not kept pace with other institutions over the recent past;
5. The desire to provide a common supplemental pay rate for both lower level and upper level coursework taught beyond the base contract by fulltime faculty;
6. The development of a means to recognize meritorious faculty service within the salary structure;
7. The feasibility of eliminating or modifying the 12-month, 42 ECH contract of the faculty in the baccalaureate programs.

The committee recognized that other issues of importance would need to be reviewed at a subsequent time, but that addressing the range of the items listed above would not permit time at present to expand further. The most prominent topic in this area is that of class size.

## **Structure**

A Sharepoint website was established for the use of the committee and remains available for all interested parties to access committee documents, workpapers, meeting notes, etc. (The site is located at [https://onecollegesupport.spcollege.edu/committees\\_groups/fcc/SitePages/Home.aspx](https://onecollegesupport.spcollege.edu/committees_groups/fcc/SitePages/Home.aspx) and may be accessed by anyone with SPC email log on privileges.) Among the documents that may be most helpful to understanding the committee's final proposal is the existing salary 'matrix' that supports the placement of faculty in the salary structure. All faculty members' salaries are found at some defined point on the matrix; placement of new faculty is likewise accomplished through the structure of the matrix.

This 90-point matrix was developed in 1998 following an extensive, case-by-case review of the salaries of all fulltime faculty. The individual review provided an evaluation tool that allowed for documentation of a number of factors (degree, prior experience before joining the college, experience at the college, military service, etc.). Every individual's assessment was then used to place the individual at a point on the matrix.

Since 1998, the matrix has been used as a locator for placement of new faculty hired at the college. (A similar evaluation of prior experience is presently used for current hires, although the weights are changed from the 'one-time' form used for existing faculty in 1998.)

Although there is no consistent pattern of how faculty compensation has been increased since 1998, it is clear that the 90-point matrix was not intended to be used as a 'step' system. Rather, the matrix would be inflated by the amount of the compensation adjustment. An individual would remain on the same matrix point before and after the adjustment; the matrix point would simply be worth the new amount. (A copy of the current matrix is available at Appendix A or on the Sharepoint site.)

## **Committee discussions**

To provide a means for considering new options, the committee investigated compensation systems at a number of Florida colleges. In the end, the compensation system at Valencia Community College garnered a great deal of interest for its comprehensiveness, its forward-looking approach, its careful structure, and the manner in which it was phased in for the faculty. In depth review of the contract was undertaken and the VCC experience guided the SPC committee to its final proposal. Key factors in the VCC plan included:

- The creation of a very competitive 30 step system for faculty salaries;
- The expectation that a faculty member would move to a higher step each year, while the schedule itself could be improved to provide some recognition of inflation, hiring competition, etc.;
- A reevaluation of faculty hiring placement (similar to that done by SPC in 1998);

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- A five-year phase in of movement onto the new, 'richer' schedule;
- A means for additional compensation increases based on meritorious or superior performance.

The committee similarly invested a good deal of attention in the St. Petersburg College issue of excess ECH teaching beyond the base contract. While recognizing that the extraordinary excess loads reflected the means of earning additional compensation despite the stagnation of base contract salary, there was strong support for finding a means to improve base salaries and subsequently revert to previously established limits on excess teaching loads (as described in [BOT Rule 6Hx23-2.23](#)). A comprehensive review of the current supplemental and overload experience was undertaken (see [Powerpoint Presentation by Nick Manias on the Sharepoint site](#)) and a proposal was developed for phasing out "overload ECH" over a three year period. This process was proposed to take place concurrently with other salary adjustments so overload ECH could be eliminated while not having a negative impact on faculty members' gross income.

Attention was also given to the current status of 12-month ("42 ECH") faculty in the baccalaureate programs. The deans responsible for the baccalaureate programs were engaged in the evaluation, primarily to assist in understanding any unique characteristics of the faculty members' responsibilities that pertain to these programs.

It became clear that the 12-month positions represented 1) program needs of these 'workforce' baccalaureates often in very small (one or two faculty) programs, or 2) programmatic needs that related to the nature of field experience (College of Education, for instance). As was characteristic of so many other discussions, alternative strategies could be conceived, but the strategies often implied reduced responsibilities and reduced compensation. No such models were explored beyond cursory assessment. Additional review and assessment of this topic will need to occur in the follow up committee work. Further distillation of the non-teaching responsibilities of 12-month faculty positions is needed to determine what, if any, strategies exist for contractual change.

A strong sentiment did emerge from the discussions that the college would be well served by eliminating the two level structure of supplemental and adjunct pay. The internal competitive dynamics for supplemental teaching opportunities were perceived as unprofessional at best, destructive at worst.

### **The final proposal**

After developing and evaluating a number of iterations of 'step-type' models, it appeared that the matrix currently in place could provide the most useful tool

- to improve faculty salaries,
- to transition to a step-type model, and
- to recognize the need for addressing slippage in salaries since the structural alignment accomplished in 1998.

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Additionally, by committing some additional salary resources, the structure would also allow the college to reduce and eventually eliminate the overload ECH while putting those funds into an individual's base salary.

### **Key concepts to the Committee Proposal:**

1. The President would pledge his best energies to increase faculty compensation by 3% each year for the next three years (2011-12, 2012-13, 2013-14);
2. The 3% increase would be split between moving an individual to a higher position in the matrix and by inflating the matrix; (for reference, each higher position on the matrix is approximately .5% higher than the inferior point; a 3% increase would entail inflating all points by 1.5% and then moving an individual up three points, hence an increase of 1.5%)
3. Faculty salaries would also be increased by further movement up the matrix reflective of years of SPC experience; specifically all current faculty would get credit for 2 additional matrix points for each year of experience at the college (a maximum of 24 additional matrix points – 12 years times 2 points/year)
4. The additional matrix points would be phased in over the next three years.

An example of how the proposal would work follows below.

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Example: A faculty member who joined the college in 2007, presently on point 19 in the Masters +30 column

- a. Annual salary adjustment three matrix points in 2011-12,
- b. three additional matrix points in 2012-13, and three additional matrix points in 2013-14;
- c. Calculated special adjustment 8 additional matrix points (4 years experience 2007-8, 2008-9, 2009-10, 2010-11);  
3 matrix points in 2011-12,  
3 matrix points in 2012-13, and  
3 matrix points awarded in 2013-14

Three Year Service Adjustment Calculation							
Academic Year Hired	Years Credit	Total Special Adjustment (Matrix Points) Over 3 Yrs.	Total Annual Adjustment (Matrix Points) Over 3 Years	Total Adjustment (Matrix Points) Over 3 Years	Year 1 2011-2012	Year 2 2012-2013	Year 3 2013-2014
Prior to 1999-2000	12	24	9	33	11	11	11
1999-2000	12	24	9	33	11	11	11
2000-2001	11	22	9	31	11	10	10
2001-2002	10	20	9	29	10	10	9
2002-2003	9	18	9	27	9	9	9
2003-2004	8	16	9	25	9	8	8
2004-2005	7	14	9	23	8	8	7
2005-2006	6	12	9	21	7	7	7
2006-2007	5	10	9	19	7	6	6
<b>2007-2008</b>	<b>4</b>	<b>8</b>	<b>9</b>	<b>17</b>	<b>6</b>	<b>6</b>	<b>5</b>
2008-2009	3	6	9	15	5	5	5
2009-2010	2	4	9	13	5	4	4
2010-2011	1	2	9	11	4	4	3

2011-12: move 6 steps (from a and b, above), from point 19 to point 25

- d. 2012-13: move 6 steps, from point 25 to point 31
- e. 2013-14: move 5 steps from point 31 to point 36
- f. Schedule is inflated by 1.5% each year for the next three years.

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Consequently, (snapshot of salient portion of matrix)

Matrix Points	Current 2010-11 Masters +30	2011-12 Masters +30	2012-13 Masters +30	2013-14 Masters +30
16	\$55,007	\$55,832	\$56,670	\$57,520
17	\$55,290	\$56,119	\$56,961	\$57,816
18	\$55,572	\$56,406	\$57,252	\$58,110
19	\$55,855	\$56,693	\$57,543	\$58,406
20	\$56,137	\$56,979	\$57,834	\$58,701
21	\$56,421	\$57,267	\$58,126	\$58,998
22	\$56,704	\$57,555	\$58,418	\$59,294
23	\$56,986	\$57,841	\$58,708	\$59,589
24	\$57,269	\$58,128	\$59,000	\$59,885
25	\$57,552	\$58,415	\$59,292	\$60,181
26	\$57,862	\$58,730	\$59,611	\$60,505
27	\$58,144	\$59,016	\$59,901	\$60,800
28	\$58,400	\$59,276	\$60,165	\$61,068
29	\$58,683	\$59,563	\$60,457	\$61,364
30	\$58,966	\$59,850	\$60,748	\$61,659
31	\$59,249	\$60,138	\$61,040	\$61,955
32	\$59,519	\$60,412	\$61,318	\$62,238
33	\$59,801	\$60,698	\$61,608	\$62,533
34	\$60,098	\$60,999	\$61,914	\$62,843
35	\$60,380	\$61,286	\$62,205	\$63,138
36	\$60,663	\$61,573	\$62,497	\$63,434
37	\$60,946	\$61,860	\$62,788	\$63,730
38	\$61,229	\$62,147	\$63,080	\$64,026
39	\$61,511	\$62,434	\$63,370	\$64,321

- The plan would be implemented at the start of a faculty member’s contract year (August 1st for 12-month positions, August 12th for 36 and 30 ECH positions);
- Pay for Supplemental and Overload ECH will rise by 3% each year for the next three years.
- The ECH restrictions will be phased in beginning in the 2011-12 academic year. Specifically, the overload ECH will be eliminated during the following terms.
  - 2011-12 - Spring 2012;
  - 2012-13 – Fall 2012
  - 2013-14 – Summer 2014
- Fall 2012 will be restricted in the 2012-13 year and Summer 2012 will complete the plan in Summer 2013.

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Two scenarios demonstrating the reduced load impact on the same faculty member from above.

### "Worst Case Scenario"

Year	Base salary	Max Annual Supp/Overload ECH	ECH rate (increment is 3%/year)	Max Supp/Overload ECH earnings	Total Earnings
2010-11	55,855	29	738	21,402	77,257
2011-12	58,415	26	760	19,764	78,179
2012-13	61,040	23	783	18,008	79,048
2013-14	63,434	20	806	16,129	79,563

### "Average Case Scenario"

Year	Base salary	Mean Supp/Overload ECH	ECH rate (increment is 3%/year)	ECH earnings	Total Earnings
2010-11	55,855	10.75	738	7,934	63,789
2011-12	58,415	10.75	760	8,172	66,587
2012-13	61,040	10.75	783	8,417	69,457
2013-14	63,434	10.75	806	8,669	72,103

Considerations included in the Committee proposal:

- After the three year transition period, a subsequent committee can evaluate how best to move to a more long-term matrix point or step system;
- During the transition, additional points at the top of the matrix will be added in order to assure that no faculty member is 'topped out' during the transition;
- Work will commence next Fall to craft a plan for recognition of meritorious performance as a means for faculty to enhance their base salary;

The Proposal does not address:

- Moving to a uniform rate schedule for both lower and upper level courses;
- Matters relating to class size
- Matters relating to workload issues

### **Moving Forward**

The following appear to be the next steps in moving the proposal to implementation:

- Communicate document to all faculty for review and discussion
- Organize information sharing/Q&A sessions on sites

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- Confirm each individual's location on the salary matrix
- Confirm each individual's full-time hire date for this calculation
- Confirm each individual's three year proposed compensation plan
- Present plan to BOT for their support (ASAP)

### **After the beginning of the Fall Semester**

- Establish a follow up committee;
- To evaluate implementation;
- To identify plan to create meritorious recognition opportunities;
- Determine feasibility (financial) of moving toward unified supplemental rate for all instruction;
- To review further the 12-month faculty contract responsibilities.

# SPC Faculty Compensation Committee Report and Proposal

## Appendix A

Point/Step	30 ECH				36 ECH				12 Month			
	BA	MA	MA+30	Doctorate	BA	MA	MA+30	Doctorate	BA	MA	MA+30	Doctorate
1	\$35,417	\$39,029	\$42,930	\$47,225	\$41,743	\$45,916	\$50,508	\$55,557	\$47,167	\$51,884	\$57,074	\$62,474
2	\$35,595	\$39,224	\$43,145	\$47,461	\$41,952	\$46,146	\$50,761	\$55,835	\$47,403	\$52,143	\$57,359	\$62,786
3	\$35,774	\$39,746	\$43,723	\$48,094	\$42,089	\$46,760	\$51,435	\$56,584	\$47,555	\$52,841	\$58,124	\$63,937
4	\$35,954	\$39,946	\$43,943	\$48,336	\$42,300	\$46,995	\$51,693	\$56,868	\$47,794	\$53,106	\$58,416	\$64,259
5	\$36,135	\$40,147	\$44,164	\$48,579	\$42,513	\$47,231	\$51,953	\$57,154	\$48,034	\$53,373	\$58,709	\$64,582
6	\$36,316	\$40,348	\$44,386	\$48,823	\$42,727	\$47,469	\$52,214	\$57,441	\$48,276	\$53,642	\$59,004	\$64,906
7	\$36,499	\$40,551	\$44,609	\$49,068	\$42,941	\$47,707	\$52,476	\$57,730	\$48,518	\$53,911	\$59,301	\$65,232
8	\$36,682	\$40,755	\$44,833	\$49,315	\$43,157	\$47,947	\$52,740	\$58,020	\$48,762	\$54,182	\$59,599	\$65,560
9	\$36,878	\$40,973	\$45,073	\$49,579	\$43,387	\$48,204	\$53,024	\$58,331	\$49,023	\$54,472	\$59,919	\$65,911
10	\$37,075	\$41,192	\$45,313	\$49,843	\$43,618	\$48,461	\$53,308	\$58,642	\$49,284	\$54,762	\$60,239	\$66,263
11	\$37,270	\$41,410	\$45,554	\$50,109	\$43,848	\$48,717	\$53,591	\$58,953	\$49,546	\$55,052	\$60,559	\$66,615
12	\$37,466	\$41,629	\$45,794	\$50,373	\$44,079	\$48,974	\$53,874	\$59,264	\$49,807	\$55,342	\$60,879	\$66,967
13	\$37,663	\$41,847	\$46,034	\$50,638	\$44,309	\$49,231	\$54,157	\$59,574	\$50,068	\$55,632	\$61,198	\$67,319
14	\$37,858	\$42,064	\$46,275	\$50,902	\$44,540	\$49,488	\$54,440	\$59,886	\$50,329	\$55,922	\$61,518	\$67,670
15	\$38,055	\$42,283	\$46,515	\$51,166	\$44,770	\$49,745	\$54,724	\$60,196	\$50,591	\$56,212	\$61,838	\$68,022
16	\$38,251	\$42,501	\$46,755	\$51,432	\$45,001	\$50,001	\$55,007	\$60,508	\$50,851	\$56,501	\$62,158	\$68,373
17	\$38,448	\$42,720	\$46,997	\$51,696	\$45,233	\$50,258	\$55,290	\$60,819	\$51,113	\$56,792	\$62,477	\$68,725
18	\$38,644	\$42,938	\$47,236	\$51,959	\$45,464	\$50,515	\$55,572	\$61,129	\$51,373	\$57,082	\$62,796	\$69,076
19	\$38,841	\$43,156	\$47,476	\$52,224	\$45,695	\$50,772	\$55,855	\$61,440	\$51,636	\$57,373	\$63,116	\$69,428
20	\$39,037	\$43,375	\$47,717	\$52,488	\$45,927	\$51,029	\$56,137	\$61,751	\$51,897	\$57,663	\$63,436	\$69,779
21	\$39,235	\$43,593	\$47,957	\$52,754	\$46,158	\$51,287	\$56,421	\$62,063	\$52,158	\$57,954	\$63,755	\$70,131
22	\$39,431	\$43,812	\$48,197	\$53,018	\$46,389	\$51,544	\$56,704	\$62,374	\$52,419	\$58,244	\$64,075	\$70,482
23	\$39,627	\$44,030	\$48,438	\$53,282	\$46,621	\$51,801	\$56,986	\$62,685	\$52,682	\$58,535	\$64,394	\$70,834
24	\$39,824	\$44,249	\$48,679	\$53,547	\$46,852	\$52,058	\$57,269	\$62,996	\$52,943	\$58,825	\$64,714	\$71,185
25	\$40,020	\$44,468	\$48,920	\$53,811	\$47,084	\$52,315	\$57,552	\$63,307	\$53,204	\$59,116	\$65,033	\$71,538
26	\$40,236	\$44,706	\$49,182	\$54,101	\$47,336	\$52,596	\$57,862	\$63,648	\$53,490	\$59,433	\$65,384	\$71,922
27	\$40,433	\$44,926	\$49,422	\$54,365	\$47,567	\$52,853	\$58,144	\$63,959	\$53,752	\$59,724	\$65,703	\$72,273
28	\$40,611	\$45,123	\$49,641	\$54,604	\$47,777	\$53,086	\$58,400	\$64,240	\$53,988	\$59,987	\$65,992	\$72,592
29	\$40,807	\$45,342	\$49,881	\$54,869	\$48,008	\$53,343	\$58,683	\$64,552	\$54,250	\$60,278	\$66,312	\$72,943
30	\$41,004	\$45,560	\$50,121	\$55,133	\$48,240	\$53,600	\$58,966	\$64,862	\$54,511	\$60,568	\$66,631	\$73,295
31	\$41,201	\$45,778	\$50,362	\$55,398	\$48,471	\$53,857	\$59,249	\$65,174	\$54,773	\$60,859	\$66,951	\$73,646
32	\$41,388	\$45,987	\$50,591	\$55,650	\$48,692	\$54,103	\$59,519	\$65,470	\$55,022	\$61,136	\$67,256	\$73,982
33	\$41,585	\$46,206	\$50,831	\$55,915	\$48,924	\$54,360	\$59,801	\$65,782	\$55,284	\$61,426	\$67,576	\$74,333
34	\$41,791	\$46,435	\$51,083	\$56,191	\$49,166	\$54,628	\$60,098	\$66,108	\$55,557	\$61,730	\$67,910	\$74,701
35	\$41,988	\$46,653	\$51,323	\$56,456	\$49,397	\$54,885	\$60,380	\$66,418	\$55,819	\$62,021	\$68,230	\$75,053
36	\$42,185	\$46,871	\$51,563	\$56,721	\$49,628	\$55,143	\$60,663	\$66,730	\$56,080	\$62,311	\$68,549	\$75,404
37	\$42,381	\$47,090	\$51,804	\$56,985	\$49,860	\$55,400	\$60,946	\$67,041	\$56,342	\$62,602	\$68,869	\$75,756
38	\$42,577	\$47,308	\$52,044	\$57,248	\$50,091	\$55,657	\$61,229	\$67,351	\$56,602	\$62,892	\$69,188	\$76,106
39	\$42,774	\$47,527	\$52,284	\$57,513	\$50,322	\$55,914	\$61,511	\$67,663	\$56,865	\$63,183	\$69,508	\$76,458
40	\$42,970	\$47,745	\$52,525	\$57,778	\$50,554	\$56,171	\$61,794	\$67,974	\$57,126	\$63,473	\$69,828	\$76,811
41	\$43,168	\$47,963	\$52,765	\$58,042	\$50,785	\$56,428	\$62,077	\$68,284	\$57,387	\$63,764	\$70,147	\$77,162
42	\$43,364	\$48,183	\$53,006	\$58,307	\$51,017	\$56,685	\$62,360	\$68,596	\$57,648	\$64,054	\$70,466	\$77,514
43	\$43,561	\$48,401	\$53,247	\$58,571	\$51,248	\$56,942	\$62,643	\$68,907	\$57,911	\$64,345	\$70,786	\$77,865
44	\$43,757	\$48,620	\$53,487	\$58,836	\$51,480	\$57,199	\$62,926	\$69,219	\$58,172	\$64,635	\$71,106	\$78,217
45	\$43,955	\$48,838	\$53,728	\$59,100	\$51,711	\$57,457	\$63,209	\$69,530	\$58,433	\$64,926	\$71,426	\$78,568

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Point/Step	30 ECH				36 ECH				12 Month			
	BA	MA	MA+30	Doctorate	BA	MA	MA+30	Doctorate	BA	MA	MA+30	Doctorate
46	\$44,151	\$49,056	\$53,968	\$59,364	\$51,943	\$57,714	\$63,492	\$69,840	\$58,695	\$65,216	\$71,746	\$78,920
47	\$44,348	\$49,275	\$54,208	\$59,629	\$52,174	\$57,971	\$63,774	\$70,152	\$58,957	\$65,507	\$72,065	\$79,272
48	\$44,544	\$49,493	\$54,449	\$59,893	\$52,405	\$58,227	\$64,056	\$70,462	\$59,217	\$65,797	\$72,384	\$79,623
49	\$44,741	\$49,712	\$54,689	\$60,158	\$52,637	\$58,484	\$64,340	\$70,774	\$59,479	\$66,088	\$72,704	\$79,974
50	\$44,937	\$49,930	\$54,929	\$60,422	\$52,868	\$58,742	\$64,623	\$71,085	\$59,741	\$66,378	\$73,024	\$80,326
51	\$45,135	\$50,150	\$55,170	\$60,686	\$53,099	\$58,999	\$64,905	\$71,395	\$60,002	\$66,669	\$73,343	\$80,677
52	\$45,331	\$50,368	\$55,410	\$60,951	\$53,331	\$59,256	\$65,188	\$71,707	\$60,263	\$66,959	\$73,663	\$81,029
53	\$45,528	\$50,586	\$55,650	\$61,215	\$53,561	\$59,513	\$65,471	\$72,018	\$60,525	\$67,250	\$73,983	\$81,380
54	\$45,724	\$50,805	\$55,891	\$61,480	\$53,793	\$59,771	\$65,755	\$72,330	\$60,787	\$67,540	\$74,302	\$81,733
55	\$45,921	\$51,023	\$56,131	\$61,745	\$54,024	\$60,028	\$66,037	\$72,641	\$61,048	\$67,831	\$74,621	\$82,084
56	\$46,118	\$51,242	\$56,371	\$62,009	\$54,256	\$60,285	\$66,320	\$72,951	\$61,310	\$68,121	\$74,941	\$82,436
57	\$46,314	\$51,461	\$56,613	\$62,274	\$54,487	\$60,542	\$66,603	\$73,263	\$61,571	\$68,412	\$75,261	\$82,787
58	\$46,511	\$51,678	\$56,852	\$62,537	\$54,718	\$60,798	\$66,885	\$73,573	\$61,832	\$68,702	\$75,580	\$83,138
59	\$46,707	\$51,897	\$57,093	\$62,801	\$54,950	\$61,055	\$67,167	\$73,885	\$62,094	\$68,993	\$75,899	\$83,489
60	\$46,904	\$52,116	\$57,333	\$63,067	\$55,181	\$61,312	\$67,451	\$74,196	\$62,355	\$69,284	\$76,219	\$83,841
61	\$47,101	\$52,335	\$57,573	\$63,331	\$55,413	\$61,570	\$67,734	\$74,507	\$62,616	\$69,574	\$76,539	\$84,193
62	\$47,298	\$52,553	\$57,814	\$63,596	\$55,644	\$61,827	\$68,017	\$74,818	\$62,878	\$69,865	\$76,859	\$84,545
63	\$47,494	\$52,771	\$58,055	\$63,860	\$55,876	\$62,084	\$68,299	\$75,129	\$63,140	\$70,155	\$77,178	\$84,896
64	\$47,691	\$52,990	\$58,295	\$64,124	\$56,107	\$62,342	\$68,582	\$75,441	\$63,401	\$70,446	\$77,498	\$85,248
65	\$47,888	\$53,208	\$58,536	\$64,389	\$56,338	\$62,599	\$68,866	\$75,752	\$63,662	\$70,736	\$77,818	\$85,599
66	\$48,084	\$53,427	\$58,775	\$64,653	\$56,569	\$62,855	\$69,148	\$76,062	\$63,924	\$71,026	\$78,137	\$85,950
67	\$48,281	\$53,645	\$59,015	\$64,917	\$56,801	\$63,112	\$69,430	\$76,373	\$64,185	\$71,317	\$78,457	\$86,301
68	\$48,478	\$53,863	\$59,257	\$65,182	\$57,032	\$63,369	\$69,713	\$76,684	\$64,446	\$71,608	\$78,776	\$86,653
69	\$48,674	\$54,083	\$59,497	\$65,446	\$57,264	\$63,627	\$69,996	\$76,996	\$64,708	\$71,898	\$79,096	\$87,006
70	\$48,870	\$54,301	\$59,737	\$65,711	\$57,495	\$63,884	\$70,279	\$77,307	\$64,970	\$72,189	\$79,416	\$87,357
71	\$49,068	\$54,520	\$59,978	\$65,975	\$57,727	\$64,141	\$70,562	\$77,618	\$65,231	\$72,479	\$79,735	\$87,709
72	\$49,264	\$54,738	\$60,218	\$66,239	\$57,958	\$64,398	\$70,845	\$77,929	\$65,492	\$72,770	\$80,054	\$88,060
73	\$49,461	\$54,957	\$60,458	\$66,505	\$58,190	\$64,655	\$71,128	\$78,240	\$65,755	\$73,060	\$80,374	\$88,411
74	\$49,657	\$55,175	\$60,699	\$66,769	\$58,421	\$64,912	\$71,410	\$78,552	\$66,016	\$73,351	\$80,694	\$88,763
75	\$49,855	\$55,394	\$60,939	\$67,034	\$58,653	\$65,169	\$71,693	\$78,863	\$66,277	\$73,641	\$81,014	\$89,114
76	\$50,050	\$55,612	\$61,180	\$67,297	\$58,884	\$65,425	\$71,975	\$79,173	\$66,538	\$73,931	\$81,332	\$89,466
77	\$50,248	\$55,830	\$61,420	\$67,561	\$59,115	\$65,682	\$72,259	\$79,484	\$66,800	\$74,222	\$81,652	\$89,817
78	\$50,444	\$56,049	\$61,660	\$67,826	\$59,346	\$65,941	\$72,542	\$79,795	\$67,061	\$74,513	\$81,972	\$90,169
79	\$50,641	\$56,268	\$61,901	\$68,091	\$59,578	\$66,198	\$72,824	\$80,107	\$67,323	\$74,803	\$82,292	\$90,521
80	\$50,837	\$56,486	\$62,141	\$68,356	\$59,808	\$66,455	\$73,107	\$80,418	\$67,584	\$75,094	\$82,611	\$90,872
81	\$51,035	\$56,705	\$62,381	\$68,620	\$60,040	\$66,712	\$73,390	\$80,729	\$67,846	\$75,384	\$82,931	\$91,224
82	\$51,231	\$56,923	\$62,622	\$68,884	\$60,271	\$66,969	\$73,673	\$81,040	\$68,107	\$75,675	\$83,250	\$91,575
83	\$51,428	\$57,142	\$62,862	\$69,149	\$60,503	\$67,226	\$73,956	\$81,351	\$68,368	\$75,965	\$83,570	\$91,927
84	\$51,624	\$57,360	\$63,102	\$69,413	\$60,734	\$67,483	\$74,238	\$81,662	\$68,629	\$76,255	\$83,889	\$92,278
85	\$51,821	\$57,578	\$63,343	\$69,676	\$60,965	\$67,739	\$74,521	\$81,973	\$68,891	\$76,545	\$84,208	\$92,629
86	\$52,017	\$57,797	\$63,583	\$69,941	\$61,196	\$67,996	\$74,803	\$82,283	\$69,152	\$76,836	\$84,528	\$92,981
87	\$52,213	\$58,015	\$63,823	\$70,205	\$61,428	\$68,253	\$75,086	\$82,595	\$69,413	\$77,126	\$84,847	\$93,332
88	\$52,410	\$58,234	\$64,064	\$70,470	\$61,659	\$68,510	\$75,369	\$82,905	\$69,674	\$77,417	\$85,166	\$93,683
89	\$52,606	\$58,452	\$64,304	\$70,734	\$61,890	\$68,767	\$75,652	\$83,216	\$69,936	\$77,707	\$85,486	\$94,034
90	\$52,803	\$58,670	\$64,543	\$70,998	\$62,121	\$69,024	\$75,934	\$83,527	\$70,197	\$77,997	\$85,805	\$94,385
91	\$53,000	\$58,889	\$64,784	\$71,263	\$62,353	\$69,280	\$76,217	\$83,838	\$70,459	\$78,287	\$86,125	\$94,738
92	\$53,197	\$59,107	\$65,024	\$71,527	\$62,584	\$69,537	\$76,499	\$84,149	\$70,720	\$78,578	\$86,444	\$95,089
93	\$53,393	\$59,326	\$65,264	\$71,792	\$62,815	\$69,795	\$76,781	\$84,460	\$70,982	\$78,868	\$86,763	\$95,440
94	\$53,590	\$59,544	\$65,505	\$72,055	\$63,047	\$70,052	\$77,065	\$84,770	\$71,243	\$79,159	\$87,083	\$95,791
95	\$53,786	\$59,687	\$65,652	\$72,221	\$63,278	\$70,219	\$77,242	\$84,964	\$71,504	\$79,347	\$87,282	\$96,010
96	\$53,983	\$59,830	\$65,803	\$72,582	\$63,509	\$70,388	\$77,420	\$85,159	\$71,765	\$79,537	\$87,483	\$96,231
97	\$54,179	\$59,974	\$65,954	\$72,945	\$63,835	\$70,556	\$77,598	\$85,355	\$72,027	\$79,728	\$87,684	\$96,452
98	\$54,258	\$60,118	\$66,106	\$73,310	\$64,154	\$70,726	\$77,776	\$85,552	\$72,132	\$79,920	\$87,886	\$96,674

**Fact Book Table 18**  
**Florida College System**  
**Average Converted Salary of Full-Time Instructional Personnel by College and Degree**  
**Fall Term 2009-10**

	Doctorate		Advanced Masters		Masters		Bachelors		Associate		Less Than Associate		Other		Unknown / Not Applicable		Total Num
	Num	Avg Salary	Num	Avg Salary	Num	Avg Salary	Num	Avg Salary	Num	Avg Salary	Num	Avg Salary	Num	Avg Salary	Num	Avg Salary	
Brevard	46	\$55,369	3	\$63,290	146	\$52,026	14	\$49,626	6	\$46,443	0	0	4	\$50,306	0	0	219
Broward	103	\$61,910	0	0	234	\$54,598	14	\$55,756	12	\$50,611	4	\$47,379	0	0	0	0	367
Central Florida	27	\$59,418	2	\$64,668	75	\$57,160	5	\$35,851	1	\$68,346	5	\$47,224	0	0	1	\$15,994	116
Chipola	13	\$46,621	6	\$48,410	19	\$43,067	2	\$35,392	3	\$38,144	0	0	0	0	0	0	43
Daytona	77	\$61,270	1	\$53,032	159	\$57,625	20	\$53,605	12	\$56,668	0	0	5	\$56,692	0	0	274
Edison	43	\$57,250	8	\$62,518	70	\$48,840	1	\$44,185	0	0	0	0	0	0	2	\$44,892	124
Fla SC At Jax	84	\$50,634	49	\$54,672	206	\$44,932	29	\$44,164	7	\$41,504	0	0	9	\$42,131	0	0	384
Florida Keys	5	\$51,632	2	\$55,227	9	\$55,293	3	\$48,940	2	\$47,920	0	0	1	\$51,907	0	0	22
Gulf Coast	16	\$53,148	11	\$56,621	60	\$48,361	7	\$40,911	4	\$48,655	0	0	0	0	16	\$47,242	114
Hillsborough	71	\$58,924	47	\$51,927	154	\$48,722	6	\$56,316	4	\$44,967	0	0	0	0	0	0	282
Indian River	56	\$70,912	4	\$71,965	96	\$63,563	13	\$52,133	9	\$52,641	1	\$56,855	0	0	0	0	179
Lake City	12	\$50,253	6	\$54,488	21	\$43,482	11	\$39,747	6	\$32,293	2	\$33,948	0	0	5	\$38,847	63
Lake Sumter	14	\$47,860	4	\$48,477	51	\$42,211	3	\$40,344	0	0	0	0	0	2	\$39,250	74	
Manatee	31	\$57,880	5	\$67,268	91	\$49,068	3	\$48,629	0	0	0	0	0	0	0	0	130
Miami Dade	182	\$65,584	0	0	445	\$57,861	25	\$58,951	9	\$54,470	0	0	2	\$61,269	0	0	663
North Florida	4	\$48,509	2	\$50,151	12	\$40,871	8	\$41,091	0	0	1	\$30,083	0	0	0	0	27
Northwest FLA	40	\$57,461	17	\$54,192	34	\$53,567	4	\$46,576	0	0	0	0	0	0	0	0	95
Palm Beach	62	\$57,967	6	\$71,835	168	\$54,544	13	\$49,051	1	\$46,721	0	0	0	0	0	0	250
Pasco-Hernando	27	\$61,048	28	\$54,857	42	\$44,194	7	\$36,344	4	\$44,212	0	0	1	\$44,938	0	0	109
Pensacola	40	\$56,591	29	\$49,041	96	\$46,322	23	\$38,730	5	\$44,605	0	0	0	0	3	\$54,904	196
Polk	29	\$50,598	7	\$48,423	73	\$45,814	11	\$40,963	4	\$46,106	0	0	1	\$49,701	0	0	125
St. Johns River	16	\$56,193	10	\$49,464	74	\$44,541	7	\$44,133	0	0	0	0	0	0	2	\$40,165	109
St. Petersburg	114	\$61,634	88	\$56,593	93	\$51,809	14	\$47,856	0	0	0	0	0	0	0	0	309
Santa Fe	59	\$49,194	8	\$48,305	133	\$44,696	16	\$41,884	8	\$40,715	4	\$47,987	1	\$62,539	5	\$41,166	234
Seminole	32	\$58,692	32	\$59,047	104	\$52,159	11	\$48,065	8	\$48,705	1	\$48,284	1	\$44,364	0	0	189
South Florida	13	\$50,542	3	\$50,573	23	\$46,517	12	\$43,781	7	\$43,676	3	\$41,794	0	0	2	\$43,350	63
Tallahassee	53	\$65,031	2	\$61,753	119	\$58,815	10	\$53,048	0	0	0	0	0	0	0	0	184
Valencia	87	\$58,831	75	\$55,116	176	\$50,450	6	\$47,592	7	\$42,893	2	\$55,127	0	0	0	0	353
<b>System Total</b>	<b>1,356</b>	<b>\$59,165</b>	<b>455</b>	<b>\$55,099</b>	<b>2,983</b>	<b>\$52,012</b>	<b>298</b>	<b>\$47,036</b>	<b>119</b>	<b>\$47,225</b>	<b>23</b>	<b>\$45,928</b>	<b>25</b>	<b>\$49,594</b>	<b>38</b>	<b>\$43,999</b>	<b>5,297</b>