**Senate Salary and Benefits Committee 2022 Recommendations**

We respectfully request the college leadership consider each of the recommendations below, and then meet with the Senate and Salary and Benefits Committee (S&B) at the first S&B meeting of fall term to discuss the college leadership's plans (timelines, milestones, plan of action, etc.) for addressing each of these recommendations as well as the rationale for delaying or deciding against any particular recommendation.

This feedback will help lend transparency to the budget process as well as guide the deliberations of S&B over the next academic year. We strongly believe that better transparency is one way to promote the culture of excellence that is Santa Fe College. The college body should be updated about budget issues on a regular basis to avoid shocks, establish and maintain high morale, and maximize participation in shared governance.

While all recommendations below are important, we have grouped items into three categories – Priority levels A, B and C. Priority level A represents the items that must be of utmost priority when creating the upcoming budget and are all of equal importance. Priority B are items that we strongly believe are essential to the well-being of the college and are ranked in order of importance (with the first item being most important, etc). Our hope is that all items in group A and B will be met this budget cycle. Priority C are items that are also ranked in order of importance. Items in group C are of slightly less imperative need if there are significant budget restraints. Please note that some items in group C may be a small monetary investment, and so should still be considered as part of the process, even or especially if some higher priority items need to be delayed.

In recognition of Santa Fe’s standing as a top college in the nation, SF faculty and staff should be atop the list of highest paid in the nation or, at the very least, have highly competitive salaries in Florida. The college should be committed to improving the competitiveness of the college’s rates of compensation for all faculty and staff and should have a published system of raises beyond a regular cost of living adjustment. Having a pathway for promotion and career advancement is a benefit the college should provide. We understand that the idea of raises is entangled with implementing and updating the past and present salary studies, and request that this issue be kept at the forefront of all budget and planning decisions.

Progress on these recommendations is one measure of how Santa Fe College meets its stated mission and values, particularly that of community leadership, integrity, and ethical and sustainable use of resources. Our faculty and staff are our best resource; investing in SF employees will better allow creativity and innovation to flourish so that we can implement our strategic plan.

**Priority A:**

* Provide a cost of living salary adjustment for inflation equal to or greater than the CPI all items index published by the Bureau of Labor Statistics, for all college employees (full-time and part-time). This amount was 7.0% for the 12 months ending in December 2021. This is not a raise. COLA ensures that salaries retain their current value moving forward instead of losing value. This COLA adjustment should be applied to the faculty salary tables and included supplements and adjunct rates.
* Continue coverage of employee health care at 100% of insurance cost for this upcoming year; seek ways to provide some insurance benefits for part time employees. Dependent coverage continues to be a concern. Explore the possibility of setting a benefits allowance package that would provide funds beyond what is needed to completely cover health insurance and allow employees the option of applying the allowance in the way that works for them.
* Determine whether employees that currently receive the FICA alternative could choose to receive FICA benefits (using different job positions/titles, like adjunct instructor and part time instructor) and identify costs to move some or all employees to FICA benefits; provide this information to Senate before December 1, 2022. Consider providing disability insurance until social security benefits can be applied.
* Begin planning for a new market salary study for IT and IT related positions. This will enable the college to recruit and retain top IT talent. The last SF market study for IT related positions was started in 2014. Since 2014 Alachua County has seen a dramatic rise in tech positions and tech hiring, which has changed the local landscape for hiring these positions. For the college to stay competitive with these organizations it is critical to compensate IT Professionals based on several factors including the employee’s relevant experience, skill sets, competencies, education, productivity, performance, position description, and internal equity realities. All of these will be informed by the market and allow the college to stay competitive in hiring.
* Provide improved conditions for adjuncts beyond a rate increase, such as providing sick leave (see Valencia’s model) and providing a stipend if classes are cancelled within two weeks of start of term.
* Maximize full-time positions across the college; increase the ratio of full-time faculty: part-time faculty by adding full-time faculty lines; determine a plan for how to add/fill non-faculty college employee positions as needed and how to prioritize which positions/lines to fill first across the college.
* Maintain at least 80% of budget devoted to salary & benefits, independent of funds used to pay TempForce (now Spherion)
* Maintain continuing contract or annual contract leading to continuing contract as the primary method of full-time employment for faculty.
* Publish the process for ongoing review and/or reclassifications of current positions. Publish current job descriptions so they are searchable by all employees.

**Priority B:**

* Move all salaries affected by the faculty and chair compensation study as close to the target salaries based on experience at Santa Fe as feasible
* Adjust salaries in all categories affected by the prior market study in the manner suggested by the Career Service Council Salary & Benefits Committee, so that salaries remain competitive. Once the faculty salary study is completed, salaries affected by both studies should be updated yearly in similar ways. Explore moving all salaries to a step structure.
* Determine how outside experience (both teaching experience and industry experience) will be awarded moving forward for new faculty and steps assigned to current faculty; develop a structure for awarding steps based on outside experience that gives Chairs/Directors autonomy to evaluate industry experience (while also providing guidance and a documentation method so that similar experience is treated similarly); adjust the number of hours needed to earn a step for adjunct teaching experience from 72 credit hours down to 60 hours or less (using the 2.34 ratio, consider 45 hours); award steps for adjunct teaching experience at accredited institutions beyond Santa Fe College.
* Explore providing increased rates to adjuncts based on years of experience (three lanes, similar to FT faculty), and/or increased rates based on professional development credits earned at the college.
* Make the following changes to our internal leave policy: 1) make job protected leave without pay available to employees immediately upon hire; 2) allow spouses that share leave requirements under FMLA to take additional job-protected leave, up to 12 weeks for each individual; 3) remove the requirement to use all sick days while on FMLA
* Follow guidance provided by Career Service Council Salary & Benefits Committee on planning for upcoming minimum wage increases.
* Continue paying all employees, including part-time, if the college must close unexpectedly; publish the policy to explain how part-time employees will be compensated in emergency closures.
* Make part-time employees, including TempForce (now Spherion), eligible for the general annual increase while ensuring that all areas can fund these positions accordingly. Review all Spherion positions across the college to determine if these positions are best served using Spherion or should be transitioned into a SF College employee position. Update and publish a SF College policy concerning what positions are appropriate to hire through Spherion, and for how long.
* Expand Procedure 7.13P, part A1c, to include dependents and spouses of part-time employees, who are not employed as student employees, to the fullest extent feasible. Change the title of section A to read “College Employees, Spouses, and Dependents.” Update Rule 7.13 section B to include dependents and spouses of part-time employees. (This was first requested in 2021)

**Priority C**

* Develop a leave cash-out program, similar to UF, which would allow a certain number of vacation hours to be paid out at the end of the calendar year as long as employees retain a certain number of vacation hours after the disbursement.
* Protect and improve retirement pay:
  + Support of the current standards of basing retirement pay on an employee’s top five years of state employment, keep the DROP interest rate at its current level, restore and maintain the historical tradition of a FRS 3% annual increase in retirement pay, keep the insurance subsidy to help retirees cover the rising insurance premiums.
  + Support the idea that the state fund the two retirement plans offered to employees equally: increase the employer contribution to FRS Investment Plan & CCORP so that the total percentage contributed equals the average total contribution of the 2002-2011 period without increasing employee contributions.
  + Investigate how college contributions to CCORP and FRS may involve some waste or misdirected funds, and examine the idea of whether CCORP is still needed now that there is an FRS investment plan
* Explore the remaining proposals from the select committee to review Family Medical Leave (see attached recommendations).