

# TWO-YEAR COLLEGE FACULTY SALARY SURVEY

| For the 2008–09 |  
| Academic Year |



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## ACKNOWLEDGMENTS

The *2008–09 Two-Year Faculty Salary Survey* collects salary and rate structure data for full-time teaching faculty at two-year institutions. In addition, it also collects pay practices data for both full-time and part-time/adjunct teaching faculty. This is the survey's sixth year. Prior to this year it was called the *Community College Faculty Salary Survey*.

We wish to thank our members for their support relative to survey design and content. CUPA-HR would not be able to offer a tool so central to the needs of higher education administrators without their continuing insight and advice.

In the CUPA-HR National Office, our research department staff coordinated and reviewed all aspects of survey analysis and report production. To ensure the accuracy of data, the research staff worked closely with the many human resource and institutional research professionals responsible for completing the survey. The efforts of these individuals are greatly appreciated. We also want to thank Peerfocus, Inc., our partner and collaborator in Surveys Online.

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### 2008–09 TWO-YEAR FACULTY SALARY SURVEY

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**Note: The information on the following pages is taken from the survey report. The full report contains 31 tables, including 10 tables of detailed salary data.**

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## I. INTRODUCTION

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CUPA-HR's *2008–09 Two-Year Faculty Salary Survey* (TYFSS) provides up-to-date faculty salary data for administrators at two-year colleges.

Data collected by this survey are designed to help administrators effectively manage their human resource costs by providing a broad range of salary data with which to evaluate current faculty pay levels and plan compensation budgets.

This year's survey provides data from 183 two-year colleges and reflects the salaries of more than 32,000 full-time faculty members. Eight of this year's participants were systems providing data in the aggregate for 50 campuses. As such, the survey actually represents salary data for 225 institutions. The survey also reports data on pay practices for both full-time and part-time/adjunct teaching faculty. Appendix D contains a list of survey respondents in alphabetical order.

If you believe we should collect additional data or make other improvements in our survey process, we welcome your suggestions. Our objective is to meet the informational needs of CUPA-HR members in particular and of higher education organizations in general. Please send your suggestions to [rsizemore@cupahr.org](mailto:rsizemore@cupahr.org), and specify "TYFS Survey Suggestion" in the subject line.

### **DataOnDemand and Special Studies Available**

This year, for the first time, DataOnDemand (DOD) is available for the TYFS Survey. DOD is a hands-on application that gives institutions and specified users direct access to survey data—from the date of purchase until the end of January of the following year. Users also have access to results for the survey from the prior four years. DOD is a great value as you can conduct your own analyses any time you want and as often as you want, using peer comparison groups that you create. Use of DOD is limited only by the five restrictions in place to protect confidentiality and ensure compliance with Department of Justice Safe Harbor Guidelines:

- No salary data are linked to a given institution (other than where a user has permission to see his or her institution's data).
- No salary data are reported for positions with fewer than five responding institutions.
- A comparison group must include a minimum of eight institutions that participated in the survey.
- Each comparison group **created and used** must differ by at least three institutions from all other existing and deleted comparison groups.
- The weighted data report option provides salary data only for positions with 5 or more responding institutions **and** in which no institution comprises more than 25% of position incumbents. If a position has at least 5 responding institutions but one institution represents more than 25% of the incumbents, salary data is not reported.

Using DOD is easy. All you have to do is create your comparison group and run one of the four standard reports. Both un-weighted and weighted salary data are provided, as well as rate-structure information. For pay-by-level of education and pay-by-rank salaries are also reported separately for union and non-union faculty.

- **Salary by Education Level:** Provides un-weighted and weighted salary data by level of education. For each level, mean (average), median, minimum and maximum, 25<sup>th</sup>, 50<sup>th</sup> and 75<sup>th</sup> percentile salary information are provided. Pay scale structure data are also provided as well as salary data for union and non-union faculty. Output format: HTML or PDF.

- **Salary by Faculty Rank:** Provides un-weighted and weighted salary data by rank (professor, associate professor, assistant professor, instructor and lecturer). For each rank, mean (average), median, minimum and maximum, 25<sup>th</sup>, 50<sup>th</sup> and 75<sup>th</sup> percentile salary information are provided. Pay scale structure data are also provided as well as salary data for union and non-union faculty. Output format: HTML or PDF.
- **Salary by Discipline – Unranked Option:** Provides un-weighted and weighted salary data by academic discipline. For each discipline, mean (average), median, minimum and maximum salary information are provided. Output format: HTML or PDF.
- **Salary by Discipline – Ranked Option:** Provides un-weighted and weighted salary data by academic discipline. For each discipline rank, mean (average), median, minimum and maximum salary information are provided. Output format: HTML or PDF.

**Special Studies** are custom reports produced by the CUPA-HR research staff, based upon selection criteria specified by you but subject to the same restrictions noted above. Prior to DOD, custom analyses could only be done through special studies. We still conduct special studies upon request, but DOD is a far greater value for the money. The format for special studies is the same as DOD standard reports.

**Go to [www.cupahr.org](http://www.cupahr.org) to order DataOnDemand and Special Studies.**

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## II. SURVEY METHODOLOGY AND CONTENT

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### Survey Methodology

The TYFS Survey was conducted entirely on the Web. Data were collected through Surveys Online, CUPA-HR's Web-based data collection and reporting system. The survey was opened for data collection on September 23, 2008, and closed in January 2009.

Thousands of real-time and server-side validation checks are built into the questionnaire. These checks flag data that are extremely low or high or significantly different from last year's submissions when available. A final validation check flags computational and other potential errors. In order to submit a completed survey, an institution has to correct all "fatal" errors and correct or annotate all "serious" errors.

The survey collected three types of data: salary, pay practices and institutional. Appendix B contains a document version of the Web-based questionnaire.

### Salary Data

Faculty salaries in most four-year institutions are based on the traditional structure of discipline and rank. This is not the case with two-year colleges. While some use discipline and rank, others use discipline alone, with faculty unranked. Still others base their pay structure on level of education/degree or on rank, independent of discipline. In order to capture the diversity of pay structures, the TYFS Survey provides four options for reporting faculty salaries:

- Level of Education/Degree
- Academic Rank (professor, associate, assistant, instructor, and lecturer)
- Discipline with Faculty Unranked
- Discipline with Faculty Ranked across 43 disciplines

The following data were collected for each reporting option:

- Number of faculty
- Average salary
- Lowest salary
- Highest salary

### Disciplines

The 43 disciplines included in the TYFS Survey are from the *Classification of Instructional Programs: 2000 Edition* published by the U.S. Department of Education's National Center for Education Statistics (NCES). Appendix C describes the disciplines covered in the survey.

The CIP taxonomy is a hierarchy organized on three levels:

- 2-digit codes define the most general groupings of related programs (XX)
- 4-digit codes define intermediate groupings of programs that have comparable content and objectives (XX.XX)
- 6-digit codes define specific instructional programs (XX.XXXX)

For example:

#### **01. AGRICULTURE, AGRICULTURE OPERATIONS, AND RELATED SCIENCES.**

Instructional programs that focus on agriculture and related sciences and that prepare individuals to apply specific knowledge, methods, and techniques to the management and performance of agricultural operations.

**01.02 Agricultural Business and Management.** Instructional content for this group of programs is defined in codes 01.0101 - 01.0199

**01.0102 Agribusiness/Agricultural Business Operations.** A program that prepares individuals to manage agricultural businesses and agriculturally related operations within diversified corporations. Includes instruction in agriculture, agricultural specialization, business management, accounting, finance, marketing, planning, human resources management, and other managerial responsibilities.

Go to <http://nces.ed.gov/pubs2002/2002165.pdf> for more information on CIP–2000.

### **Pay Practices Data**

The survey collected the following types of data about pay practices for full-time and part-time/adjunct faculty. Both structured and open-ended questions were used.

- Full-time teaching faculty
  - Use of ranks
  - Pay structure
  - Use of differential pay for hard-to-hire disciplines
  - Use of differential pay for academic versus technical disciplines
  - Use of academic versus calendar year contracts
  - Definition of full-time teaching load
  - Compensation methods for overload and summer term teaching
  - Compensation rates for overload and summer term teaching
  - Factors affecting compensation rates for overload and summer term teaching
- Part-time/adjunct teaching faculty
  - Limits on part-time/adjunct faculty teaching load
  - Compensation methods for part-time/adjunct faculty
  - Compensation rates for part-time/adjunct faculty
  - Factors affecting compensation rates for part-time/adjunct faculty

### **Institutional Data**

The following institutional data are available for each college participating in the TYFS Survey. These data are used primarily to create comparison groups. The first five items were pre-loaded while the last four, starting with operating budget, were collected through the survey.

- Institution name
- 2000 Carnegie classification
- 2005 Carnegie classification
- Affiliation
  - Public
  - Private-independent
  - Private-religious
  - Private-for-profit

- Level of instruction
  - Undergraduate only
- 2008–09 total operating budget
- Student enrollment for Fall 2008–09
  - Number of full-time students
  - Number of part-time students
  - Fall credit hours taken by part-time students
  - Full-time equivalent (FTE) student total
- Faculty size for Fall 2008–09
  - Number of full-time faculty
  - Number of part-time faculty
  - Fall course hours taught by part-time faculty
  - Full-time equivalent (FTE) faculty total
- Faculty union or non-union

**Note: The information on the following pages is taken from the survey report. The full report contains 31 tables, including 10 tables of detailed salary data.**

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### **III. PROFILE OF 2007–08 PARTICIPATING COMMUNITY COLLEGES**

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A total of 183 two-year colleges, representing more than 32,000 full-time faculty members, responded to this year’s survey. Eight of the respondents were systems reporting in the aggregate for 50 campuses, raising the total number of institutions reflected in the survey to 225. Appendix D lists this year’s respondents by pay method(s) reported and also in alphabetical order.

#### **Geographic Distribution**

Table 1 shows the geographic distribution of participating two-year colleges in terms of U.S. Census regions. The largest numbers of participants are from the Midwest and South (35.5% and 31.7% respectively). The smallest numbers are from the Northeast Region (14.2%).

**TABLE 1**  
**Geographic Distribution of Responding Two-Year Colleges**  
*CUPA-HR 2008–09 TYFS Survey*

<b>Census Region</b>	<b>N</b>	<b>% of Total</b>
Northeast	26	14.2%
South	58	31.7%
Midwest	65	35.5%
West	34	18.6%
<b>Total</b>	<b>183</b>	<b>100%</b>

#### **Budget Distribution**

The budget size of participating institutions ranges from a low of \$2.3M to a high of \$670M. Budget quartiles are shown below.

**TABLE 2**  
**Budget Distribution of Responding Community Colleges**  
*CUPA-HR 2007–08 CCFS Survey*

<b>Quartile</b>	<b>Budget Size (N = 192)</b>
1	<\$17,765,588
2	\$17,765,588 - \$35,918,588
3	\$35,918,589 - \$70,354,090
4	>\$70,354,090
<b>Mean</b>	\$66,006,230
<b>Median</b>	\$35,918,588
<b>Minimum</b>	\$2,604,000
<b>Maximum</b>	\$665,666,200

## Faculty Unionization

Unions represent faculty at 94 or 51.4% of this year's responding institutions. Detailed salaries at institutions with union and non-union faculty are reported Section VII, which starts on page 20.

**TABLE 3**  
**% of Responding Two-Year Colleges with**  
**Union versus Non-Union Faculty**  
*CUPA-HR 2008–09 TYFS Survey*

<b>Faculty</b>	<b>N</b>	<b>%</b>
Non-Union	89	48.6%
Union	94	51.4%
<b>Total</b>	<b>183</b>	<b>100%</b>

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#### IV. FULL-TIME FACULTY PAY PRACTICES

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- **Use of Academic Ranks:** Approximately sixty one percent of the responding institutions to the survey have ranked faculty (61.2%) (Table 4). Last year about half of the respondents had ranked faculty (50.3%).
- **Use of Differential Pay:** Respondents were asked whether their institution pays more for either academic or technical disciplines or for hard-to-hire disciplines. Tables 5 and 6 quantify the responses. The most frequently reported hard-to-hire disciplines are described in Table 7, while Table 8 describes the methods most frequently used to determine the amount of the pay differential.
- **Contract Types:** Table 9 describes the distribution of faculty on academic year/9–10 month contracts versus calendar year/11–12 month contracts. The vast majority (89.5%) are on 9–10 month contracts.
- **Full Teaching Load for Full-Time Faculty:** Survey participants were asked which method does their institution primarily use to define teaching load, and then the number of credits/course hours considered to be a full teaching load (regardless of the method actually used by their institution). Tables 10 and 11 summarize the results.
- **Methods Used to Compensate Full-Time Faculty for Overload and Summer Term Teaching:** Table 12 shows the different methods used by responding institutions to pay full-time faculty for overload and summer term teaching.
- **Minimum and Maximum Dollar Amounts Paid to Full-Time Faculty for Overload and Summer Term Teaching:** Survey participants were asked to report the minimum and maximum dollar amounts paid per credit/course hour. Results are reported in Table 13.
- **Factors Influencing Actual Amounts Paid to Full-Time Faculty for Overload and Summer Term Teaching:** Table 14 shows the factors most frequently influencing the actual amount paid to full-time faculty for both overload and summer term teaching.

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#### V. PART-TIME/ADJUNCT FACULTY PAY PRACTICES

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- **Limitations on the Teaching Load of Part-Time/Adjunct Faculty:** Table 15 shows the percentage of responding community colleges that limit the teaching load of their part-time/adjunct faculty. Table 16 shows the maximum number of credits/course hours that part-time/adjunct faculty may teach per regular and summer term.
- **Methods Used to Compensate Part-Time/Adjunct Faculty:** Table 17 shows the different methods used by responding institutions to pay part-time/adjunct faculty.
- **Minimum and Maximum Dollar Amounts Paid to Part-Time/Adjunct Faculty:** Survey participants were asked to report the minimum and maximum dollar amounts paid per credit/course hour to part-time/adjunct faculty. Results are reported in Table 18.
- **Factors Influencing Actual Amounts Paid to Part-Time/Adjunct Faculty:** Table 19 shows the factors most frequently influencing the actual amount paid to part-time/adjunct faculty.

## VI. SALARIES AT 2008–09 PARTICIPATING TWO-YEAR COLLEGES

Salaries for full-time faculty at participating two-year colleges are summarized below by the different pay methods.

All salaries are reported in terms of academic year (9–10 month) contracts. Respondents were asked to multiply salaries for calendar year (11–12 month) contracts by 9/11 or .818. Both un-weighted and weighted salaries are provided. Un-weighted data more precisely reflects what institutions are paying in that the average or median salary for a position is included only once for each participant school. Weighted data, in contrast, is more an indicator of what incumbents are earning in that the average or median salary for a position is included once for each incumbent, thereby giving more weight to salaries paid by institutions with large numbers of incumbents.

### Important Changes in Reporting of Data Starting in 2006–07

To comply with Department of Justice (DOJ) Safe Harbor Guidelines salary data are reported only for positions having at least **five responding institutions**; in the past the minimum number was less than this. Similarly, weighted salary data are reported only for positions with 5 or more responding institutions **and** in which all responding institutions comprise 25.0% or less of the incumbents. If a position has at least 5 responding institutions but one institution represents more than 25% of the incumbents, salary data is not reported. To read a summary of the Safe Harbor Guidelines go to <http://www.ftc.gov/reports/hlth3s.htm#6> and select Statement 6.

### Use of Selected Pay Methods

Survey participants were asked, “Which of the following do you use as the primary basis for determining compensation for full-time teaching faculty?” and given the following options:

- Level of Education/Degree
- Academic Rank
- Discipline – Faculty Unranked
- Discipline – Faculty Ranked

Table 20 shows that a majority (53.7%) of the responding two-year institutions provided salary data for full-time faculty based on level of education, while 24.6% reported salaries based on academic rank, independent of discipline. Salaries based on discipline-unranked and discipline-ranked were reported by the fewest number of respondents, at 10% and 12% respectively.

**TABLE 20**  
**% of Responding Two-Year Colleges Reporting Salary Data**  
**for Each of the Following Methods \***

*CUPA-HR 2008–09 TYFS Survey*

	<b>N</b>	<b>%</b>
Level of Education/Degree	109	53.7%
Academic Rank	50	24.6%
Academic Discipline	20	9.9%
Academic Discipline and Rank	24	11.8%
<b>Total</b>	<b>203</b>	<b>100%</b>

\* Some schools reported salary data in more than one category.

## Overall Average Salaries by Pay Method Used

The overall average un-weighted salary of full-time faculty at this year's responding institutions was \$55,610; the comparable weighted salary was \$59,329. As Table 21-B shows, the median salary increase for institutions completing both the 2009 and 2008 surveys was 2.9%, or slightly less than last year's median increase of 3.1%. At 3.8%, increases were largest at institutions paying by level of education. Increases at institutions reporting salaries by rank and by discipline were substantially smaller, but it is important to keep in mind that the number of institutions reporting salary data in these categories is relatively small.

**TABLE 21-A:**  
**Average 9-10 Month Salaries of Full-time Faculty at**  
**Responding Two-Year Colleges by Pay Method –**  
**Un-weighted and Weighted**  
*CUPA-HR 2008–09 TYFS Survey*

	<b>Un-weighted Salary</b>	<b>Weighted Salary</b>	<b>Number of Institutions</b>	<b>Number of Incumbents</b>
Education	57,793	60,682	108	17,294
Rank	53,440	58,858	51	10,958
Discipline Ranked	53,583	53,277	24	2,627
Discipline Unranked	57,622	58,141	20	1,970
<b>Overall</b>	<b>55,610</b>	<b>59,329</b>	<b>203</b>	<b>32,849</b>

**TABLE 21-B:**  
**Median Increase in Average 9-10 Month Salaries of**  
**Full-time Faculty at Responding Two-Year**  
**Colleges by Pay Method <sup>1</sup>**  
*CUPA-HR 2008–09 TYFS Survey*

	<b>Median Salary Increase</b>
Education	3.8%
Rank	1.7%
Discipline Ranked	2.1%
Discipline Unranked	1.7%
<b>Overall</b>	<b>2.9%</b>

Appendix A contains detailed salary and rate structure tables.

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<sup>1</sup> **Method of Calculating Median Salary Increase:** Percent change is determined for each pair of salaries reported by institutions for the current and prior years (2008 vs. 2007) and the median of the percent changes calculated.

**Appendix A contains detailed salary and rate structure tables:**

- Salary and Rate Structure Tables by Level of Education, including breakout for institutions with and without faculty bargaining

Table 1: Salary by Education Level – Not Weighted

Table 2: Salary by Education Level – Weighted

Table 3: Salary by Education Level – Pay Scale Structures

Table 4: Salary by Education Level – Unionized Vs. Non-Unionized Faculty

- Salary and Rate Structure Tables by Rank, including breakout for institutions with and without faculty bargaining

Table 1: Salary by Faculty Rank – Not Weighted

Table 2: Salary by Faculty Rank – Weighted

Table 3: Salary by Faculty Rank – Pay Scale Structures

Table 4: Salary by Faculty Rank – Unionized Vs. Non-Unionized Faculty

- Salary and Rate Structure by Discipline
- Salary and Rate Structure Tables by Discipline and Rank

**HOW TO ORDER THE FULL REPORT AND SPECIAL STUDIES**

Go to CUPA-HR's home page at [www.cupahr.org](http://www.cupahr.org), highlight Surveys in the menu at the top and select Salary Surveys 2009. The selected page contains the following items:

- 2008–09 Order Form and Pricing for Reports and DataOnDemand
- 2008–09 Special Studies and GSA Report Order Form
- 2008–09 Executive Summaries
- 2008–09 Respondent List for Each Survey
- 2008–09 Worksheets & Position Descriptions

**RESPONDING INSTITUTIONS BY PAY METHOD**

Institution	Pay by			
	Level of Education	Rank	Discipline	Disc/Rank
Aims Community College (Greeley, CO)		X		
Alexandria Technical College (Alexandria, MN)	X			
Anne Arundel Community College (Arnold, MD)		X		
Anoka Technical College (Anoka, MN)				
Anoka-Ramsey Community College (Coon Rapids, MN)	X			
Arapahoe Community College (Littleton, CO)	X			
Arizona Western College (Yuma, AZ)	X			
Austin Community College (Austin, TX)	X			
Baton Rouge Community College (Baton Rouge, LA)		X		
Bismarck State College (Bismarck, ND)				X
Black River Technical College (Pocahontas, AR)	X			
Bossier Parish Community College (Bossier City, LA)		X		
Brookdale Community College (Lincroft, NJ)		X		
Broward Community College (Fort Lauderdale, FL)	X			
Bucks County Community College (Newtown, PA)		X		
Butler County Community College (Butler, PA)				X
Cabarrus College of Health Sciences (Concord, NC)		X	X	X
Carl Sandburg College (Galesburg, IL)	X			
Carolinas College of Health Sciences (Charlotte, NC)			X	
Central Lakes College (Brainerd, MN)	X			
Central New Mexico Community College (Albuquerque, NM)	X			
Central Piedmont Community College (Charlotte, NC)	X			
Central Virginia Community College (Lynchburg, VA)		X		
Central Wyoming College (Riverton, WY)	X			
Century College (White Bear Lake, MN)	X			
Chattanooga State Technical Community College (Chattanooga, TN)		X		
City Colleges of Chicago (Chicago, IL)	X			
Clark State Community College (Springfield, OH)		X		
Cleveland State Community College (Cleveland, TN)				X
Clovis Community College (Clovis, NM)	X			
Cochise College (Douglas, AZ)	X			
Coconino County Community College (Flagstaff, AZ)	X		X	
College of Southern Nevada (Las Vegas, NV)	X			
College of the Canyons (Santa Clarita, CA)	X			
Collin County Cmty College District System Summary (Plano, TX)	X		X	
Columbia State Community College (Columbia, TN)		X		
Columbus State Community College (Columbus, OH)		X	X	X
Community College of Allegheny County (Pittsburgh, PA)		X		
Community College of Philadelphia (Philadelphia, PA)		X		
Community College of Rhode Island (Warwick, RI)		X		
Cossatot Community College of the University of Arkansas (De Queen, AR)	X			
Crowder College (Neosho, MO)	X			
Cuyahoga Community College (Cleveland, OH)	X			
Dakota County Technical College (Rosemount, MN)	X			
Dallas County Community College District Office (Dallas, TX)	X			
Davis Applied Technology College (Kaysville, UT)	X		X	
Del Mar College (Corpus Christi, TX)		X		
Des Moines Area Community College (Ankeny, IA)	X			
Edison College (Fort Myers, FL)	X			
El Paso Community College (El Paso, TX)	X			
Flathead Valley Community College (Kalispell, MT)	X			
Florida College (Temple Terrace, FL)	X			
Fond du Lac Tribal and Community College (Cloquet, MN)	X			
Georgia Perimeter College (Decatur, GA)				X
Germanna Community College (Locust Grove, VA)		X		
Gloucester County College (Sewell, NJ)		X		
Good Samaritan College of Nursing and Health Science (Cincinnati, OH)		X	X	X
Harrisburg Area Community College (Harrisburg, PA)		X		
Heartland Community College (Normal, IL)	X			
Hennepin Technical College (Brooklyn Park, MN)	X			
Hibbing Community College, A Technical and Community College (Hibbing, MN)	X			
Hillsborough Community College (Tampa, FL)	X			
Holyoke Community College (Holyoke, MA)		X		
Houston Community College System Summary - All 6 Schools (Houston, TX)	X			
Inver Hills Community College (Inver Grove Heights, MN)	X			
Itasca Community College (Grand Rapids, MN)	X			
John Wood Community College (Quincy, IL)	X			
Joliet Junior College (Joliet, IL)	X	X		
Kalamazoo Valley Community College (Kalamazoo, MI)	X			
Kansas City Kansas Community College (Kansas City, KS)		X		

**RESPONDING INSTITUTIONS BY PAY METHOD**

Institution	Pay by			
	Level of Education	Rank	Discipline	Disc/Rank
Kennebec Valley Community College (Fairfield, ME)	X			
Kentucky Community and Technical College System Office (Versailles, KY)		X		
Kilian Community College (Sioux Falls, SD)	X			
Kirtland Community College (Roscommon, MI)	X			
L. E. Fletcher Technical Community College (Houma, LA)	X			
Lake Michigan College (Benton Harbor, MI)	X			
Lake Region State College (Devils Lake, ND)	X			
Lake Superior College (Duluth, MN)	X			
Lakeland Community College (Kirtland, OH)	X			
Lake-Sumter Community College (Leesburg, FL)		X		
Lamar State College-Orange (Orange, TX)		X		
Lancaster General College of Nursing & Health Sc. (Lancaster, PA)	X			
Landmark College (Putney, VT)		X		
Latter-Day Saints Business College (Salt Lake City, UT)	X			
Lincoln Land Community College (Springfield, IL)	X			
Lone Star College System (The Woodlands, TX)	X			
Louisiana Delta Community College (West Monroe, LA)				X
Louisiana Technical College Sullivan Campus (Bogalusa, LA)			X	
Luzerne County Community College (Nanticoke, PA)		X		
Madison Area Technical College (Madison, WI)	X			
Mesabi Range Community and Technical College (Virginia, MN)	X			
Mesalands Community College (Tucumcari, NM)	X			
Miami-Dade College (Miami, FL)		X		
Mid-South Community College (West Memphis, AR)			X	
Milwaukee Area Technical College (Milwaukee, WI)	X			
Minneapolis Community and Technical College (Minneapolis, MN)	X			
Minnesota State College - Southeast Technical (Winona, MN)	X			
Minnesota State Community and Technical College-Fergus Falls (Fergus Falls, MN)	X			
Minnesota West Community and Technical College (Granite Falls, MN)	X			
Missouri State University-West Plains (West Plains, MO)				X
Mohave Community College (Kingman, AZ)	X			
Mohawk Valley Community College (Utica, NY)		X		
Monroe Community College (Rochester, NY)				X
Montana State University - Billings, College of Technology (Billings, MT)			X	
Montana State University - Great Falls College of Technology (Great Falls, MT)	X			
Montgomery College (Rockville, MD)	X			
Montgomery County Community College (Blue Bell, PA)		X		
Morgan Community College (Fort Morgan, CO)			X	
Motlow State Community College (Lynchburg, TN)				X
Nashville State Community College (Nashville, TN)				X
Nassau Community College (Garden City, NY)		X		
New Mexico Junior College (Hobbs, NM)	X			
Normandale Community College (Bloomington, MN)	X			
North Arkansas College (Harrison, AR)	X			
North Central Texas College (Gainesville, TX)	X			
North Hennepin Community College (Brooklyn Park, MN)	X			
North Idaho College (Coeur d'Alene, ID)	X			
Northampton County Area Community College (Bethlehem, PA)		X		
Northeast State Technical Community College (Blountville, TN)		X		
Northeastern Junior College (Sterling, CO)	X			
Northern Virginia Community College (Annandale, VA)		X		
Northland Community and Technical College (Thief River Falls, MN)	X			
Northwest State Community College (Archbold, OH)	X			
Northwest Technical College (Bemidji, MN)	X			
Nunez Community College (Chalmette, LA)				X
Oakland Community College (Bloomfield Hills, MI)			X	
Oakton Community College (Des Plaines, IL)	X			
Oklahoma City Community College (Oklahoma City, OK)			X	
Palm Beach Community College (Lake Worth, FL)				X
Pennsylvania Highlands Community College (Johnstown, PA)				X
Pine Technical College (Pine City, MN)	X			
Pittsburgh Technical Institute and Boyd School Division of PTI (Oakdale, PA)			X	
Rainy River Community College (International Falls, MN)	X			
Reading Area Community College (Reading, PA)	X			
Red Rocks Community College (Lakewood, CO)		X		
Richland Community College (Decatur, IL)	X			
Ridgewater College (Willmar, MN)	X			
River Parishes Community College (Sorrento, LA)	X		X	X
Riverland Community College (Austin, MN)	X			
Rochester Community and Technical College (Rochester, MN)	X			

**RESPONDING INSTITUTIONS BY PAY METHOD**

Institution	Pay by			
	Level of Education	Rank	Discipline	Disc/Rank
Saint Cloud Technical College (St. Cloud, MN)	X			
Saint Louis Community College Center (Saint Louis, MO)		X		
Saint Paul College, A Community & Technical College (Saint Paul, MN)	X			
Salt Lake Community College (Salt Lake City, UT)	X			
San Jacinto College System Summary (Pasadena, TX)	X			
San Juan College (Farmington, NM)	X	X	X	
Santa Fe Community College (Gainesville, FL)	X			
Santa Fe Community College (Santa Fe, NM)	X			
Schoolcraft College (Livonia, MI)	X			
Seminole Community College (Sanford, FL)	X			
Sierra College (Rocklin, CA)	X			
Sinclair Community College (Dayton, OH)		X		
Snow College (Ephraim, UT)		X		
South Central College (North Mankato, MN)	X			
South Texas Community College (McAllen, TX)	X			
Southeast Missouri Hospital College of Nursing and Health Sciences (Cape Girardeau, MO)				X
Southern West Virginia Community and Technical College (Mt. Gay, WV)		X		
Southwest Tennessee Community College (Memphis, TN)				X
Springfield Technical Community College (Springfield, MA)		X		X
St. Charles Community College (St. Peters, MO)		X		
State University of New York College of Technology at Alfred (Alfred, NY)		X		
Tarrant County College District (Fort Worth, TX)		X		
Treasure Valley Community College (Ontario, OR)	X			
Trinity Valley Community College (Athens, TX)	X			
Trocaire College (Buffalo, NY)	X			
Tulsa Community College (Tulsa, OK)	X			
Union County College (Cranford, NJ)		X		
University of Alaska Anchorage (Anchorage, AK)				X
University of Alaska Fairbanks (Fairbanks, AK)				X
University of Alaska Southeast (Juneau, AK)				X
University of Arkansas Community College at Morrilton (Morrilton, AR)	X			
University of New Mexico-Valencia (Los Lunas, NM)		X		X
Valencia Community College (Orlando, FL)	X		X	
Vermilion Community College (Ely, MN)	X			
Volunteer State Community College (Gallatin, TN)		X	X	X
Walters State Community College (Morristown, TN)		X		
Washtenaw Community College (Ann Arbor, MI)			X	
Western Nebraska Community College (Scotts Bluff, NE)	X			
Western Nevada College (Carson City, NV)	X			
Western Technical College (La Crosse, WI)	X		X	
Westmoreland County Community College (Youngwood, PA)	X			
Yavapai College (Prescott, AZ)	X			
Young Harris College (Young Harris, GA)		X		
<b>Number of Responding Institutions</b>	<b>108</b>	<b>50</b>	<b>20</b>	<b>24</b>