The Adjunct’s Guide

Working in the Colorado Community College System

For the AAUP Chapters of the CCCS

by Caprice Lawless

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About this book:

Along with workers of all stripes mobilizing for better pay, working conditions, and human dignity, the low-wage faculty majority (adjuncts) of the wealthy Colorado Community College System (CCCS) has been organizing for change and the American Association of University Professors (AAUP) Colorado Conference has been researching the issues. Advocates need to have at their fingertips the deeply hidden data, and so The Adjunct’s Guide: Working in the CCCS is available at no cost, and is available to download online through the AAUP Colorado Conference website: https://coloradoaaup.org/wp-content/uploads/2021/04/Adjuncts-Guide-to-the-CCCS-FNL-copy.pdf

This publication answers 24 frequently asked (but stubbornly unanswered) questions that administrators have used to maintain the murky, gaslit atmosphere that keeps in the dark 4,500+ part-time teachers in the state’s largest and most financially secure institution of higher education. The CCCS has for years been cutting full-time positions, leaving the faculty unstable and ever worried about how to pay for rent and groceries, while ostensibly modeling for 125,000 CCCS students the value of higher education. The text illustrates how those shoveling snow and planting petunias outside the classroom windows are paid far above the living wage, have healthcare benefits, and adequate retirement, while 80% of those teaching in those classrooms do not. By using the Freedom of Information Act, by researching CCCS audits, national higher-education databases, and Congressional documents, the stubbornly (and purposefully) elusive facts emerged that adjunct faculty need.

The AAUP hopes the wealthy CCCS will soon address long-standing wage and benefits inequity that has kept its faculty majority wages $10K below the living wage. Recently appointed CCCS Chancellor Joe Garcia has signalled changes to workplace culture that will, in turn, make the CCCS sustainable, equitable, inclusive, and stable. The Guide will help Garcia by giving CCCS adjunct faculty the facts and perspectives they are missing to help him manifest that vision. For further information, contact Caprice Lawless, author of The Adjunct’s Guide: capriceaaup@gmail.com.

* AAUP advocacy and publications regarding the Colorado Community College System include:

* 2015: Proposal for a Unified Faculty at Colorado’s Community Colleges
* 2015, 2017, 2019 The Adjunct Index
* 2016: The Adjunct Cookbook
* 2017: AAUP Censure of Community College of Aurora for Violating Academic Freedom
* 2017: The Adjunct Coloring Book
* 2018: Instructor Impermanence and the Need for Community College Adjunct Faculty Reform in Colorado
* 2019: AAUP Proposal for Part-time Faculty
* Ongoing advocacy: Attendance and presentations at SBCCOE meetings
* Ongoing communications: state and national lawmakers
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Where is the CCCS?

The Colorado Community College System (CCCS) has rapidly expanded in the past few years, and now has 44 outposts across the state. Many CCCS centers/campuses have opened in counties that already have public colleges or universities (see list below). Some of the towns where the CCCS has opened centers/campuses (Oak Creek, Meeker, Mancos) have populations fewer than 3,500. Below is the CCCS System Map and Locations listing some sites. It is also available on the CCCS website.
Here is an easy-to-read list of (and links to) the CCCS locations. We count 44 so far:

1. **Arapahoe Community College** has three campuses: Littleton, Parker, and Castle Rock.

2. **Colorado Northwestern Community College** has four locations: Rangely, Craig, Oak Creek, and Meeker.

3. **Community College of Aurora** has two locations: Centre Tech in Aurora, and Lowry.

4. **Community College of Denver** has four locations: Auraria, Denver Advanced Manufacturing Center, the Early College Center, and Lowry.

5. **Front Range Community College** has six locations: Westminster, Longmont, Loveland, Brighton, and two locations in Ft. Collins.

6. **Lamar Community College** has four locations: Lamar, Eads, Granada, and Springfield.

7. **Morgan Community College** has five locations: Ft. Morgan, Bennett, Burlington, Limon, and Wray.

8. **Northeastern Junior College** has two locations: Sterling and Yuma.

9. **Otero Junior College** has one campus in La Junta.

10. **Pikes Peak Community College** has three locations: Centennial, Downtown, and Rampart Range.

11. **Pueblo Community College** has five locations: Pueblo, Canon City, and Mancos, and Durango, and Bayfield.


13. **Trinidad State Junior College** has two locations: Trinidad and Alamosa.

To compare the broad reach of CCCS compared to and in close proximity to Colorado’s other institutions of higher education, here is a list of them and their locations: Note how some overlap CCCS locales:

* **Aims Community College** has three campuses: Greeley, Ft. Lupton, Loveland, Windsor and Online

* **Colorado Mountain College** has 10 locations: Aspen, Breckenridge/Dillon, Carbondale, Edwards, Glenwood Springs, Leadville, Rifle, Salida, Steamboat Springs, and Vail

* **Colo. State Univ.** has three locations: Castle Rock, Ft. Collins and Pueblo, and CSU Global

* **University of Colorado** has four campuses: Denver, Boulder, Colorado Springs, and the Anschutz Medical Campus

* **University of Northern Colorado** has three campuses: Greeley, Loveland, and Lowry
Who governs the CCCS and how are they chosen?

“The Colorado Community College System (CCCS) is governed by the State Board for Community Colleges and Occupational Education (SBCCOE). The nine board members are appointed for staggered four-year terms by the Governor with consent of the State Senate. In addition, there are two non-voting members consisting of a student and a faculty member. The SBCCOE governs the system office and the 13 state system colleges and administers vocational technical education funds distributed to the two Local District Colleges (LDCs), three Area Vocational Schools (AVSs), and school districts offering vocational programs (“Governance”). Another way to quickly understand the reporting structure is to look at the 14-page CCCS Organizational Chart. The 13 colleges don’t publish organizational charts, but do post web pages featuring photos and bios of their college presidents and vice presidents.

How can adjunct faculty communicate with the SBCCOE?

The only way to contact SBCCOE members is by attending an SBCCOE meeting. They meet throughout the academic year on the second Wednesday of each month, starting at 8:30 a.m. The first few hours of the meetings are reports from CCCS staff and from the 13 college presidents. We have taken adjunct groups to the SBCCOE meetings many times and made presentations. To get on the morning’s agenda, you can do so by signing in before the meeting starts. The board breaks for lunch, and then goes into “executive session,” the rest of the day to discuss “personnel issues.” The Colorado Sunshine Law informs the methods by which public meetings such as the SBCCOE are conducted. The Board meeting agendas and locations for the meetings are not published until a week before the meetings take place. This makes it difficult for adjunct faculty and the press to plan meeting attendance. The meetings are usually, but not always, held at the CCCS headquarters building, 9101 E. Lowry Blvd., in Denver. For this reason, call the office first before you drive all the way out there. The phone number for CCCS HQ is: 303-620-4000.

What is the enrollment of the CCCS?

It can be challenging to calculate CCCS enrollment, as it varies by document and date. At the time of this report (Monday, April 12, 2021) the CCCS website lists enrollment as 125,000, down from 127,000 it listed on Monday, March 29. The same web page also lists 171,000 enrolled in its CTE (Career and Technical Education) programs, 34,989 concurrently enrolled high-school students, as well as 4,000 workers trained in special programs (“CCCS Statutory Mission”).

For 2019-2020, “Enrollment remained relatively flat from year to year, decreasing by 1.4%,” remarked the auditors in the report it prepared for the Colorado State legislature (BKD, LLP, p. 29). This description is at odds with the many e-mails administrators sent throughout the COVID-19 pandemic of 2020-21, explaining that many adjuncts had to lose courses because enrollment was in such sharp decline.

It is important, as well, to keep in mind that enrollments vary widely among the 13 system colleges. The flagship Front Range CC reports more than 29,000 students, while most of the rural colleges have enrollments smaller than many Denver-area high schools. For example, six CCCS colleges (Colorado Northwestern Community College, Northeastern Junior College, Lamar CC, Otero Junior College, Morgan CC and Trinidad State Junior College) each list enrollment at fewer than 2,000 students (“CCCS Overall Enrollment”).
By comparison to some metro-area high schools, consider how enrollment at Cherry Creek High School is 3,720 students; Legacy High School lists 2,406 students; and Mountain Vista High School has 2,322 students (“Largest Public”).

The go-to phrase used by admins to justify nearly any type of cut or change is “enrollment is down.” Ask for supporting evidence. Ask whether it is down from the past year, or perhaps down in only one department. Ask whether it is down system-side, or only at a particular college.

While “flexibility” seems to have become the CCCS raison d’être, too many administrators interpret it as “disposability” when it comes to adjunct faculty. The CCCS administration can assert undue control when its faculty majority has no due process rights. Ask questions and study the annual audits to keep a clear picture of CCCS enrollment and finances.

Here is a brief snapshot of CCCS current 2021 enrollment, and as reported in its annual audits for the Colorado State Legislature, 2020-2014:

<table>
<thead>
<tr>
<th></th>
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<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>125,000</td>
<td>125,000</td>
<td>121,000</td>
<td>123,000</td>
<td>120,000</td>
<td>127,000</td>
<td>127,000</td>
<td>134,000</td>
</tr>
</tbody>
</table>


The below-listed statistics are for Academic Year 2019-2020 from the “Overall Enrollment” chart, by headcount. It is easy to see the changes caused by the COVID-19 pandemic that led to quarantines starting in March 2019, job losses and, at least initially, rental housing evictions. **Even so, total enrollment in a state of nearly 6 million people was down by only 4,124 students, and most of them from the rural colleges within the system.** Of interest is how the largest decline was in Ft. Morgan, Colo., related to closures in April 2020 of the Cargill meat-packing facility in Ft. Morgan and JBS in neighboring Weld County (“Overall Enrollment”).

**CCCS ANNUAL ENROLLMENT BY HEADCOUNT**

<table>
<thead>
<tr>
<th>College</th>
<th>AY 2019-20</th>
<th>AY 2015-16</th>
<th>% change</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACC – (HQ Littleton)</td>
<td>21,465</td>
<td>17,011</td>
<td>26.2</td>
</tr>
<tr>
<td>CCA – (HQ in Aurora)</td>
<td>12,194</td>
<td>10,529</td>
<td>15.8</td>
</tr>
<tr>
<td>CCD – (HQ in Denver)</td>
<td>11,603</td>
<td>13,764</td>
<td>-15.7</td>
</tr>
<tr>
<td>CNCC – (HQ in Rangeley)</td>
<td>1,567</td>
<td>1,692</td>
<td>-7.4</td>
</tr>
<tr>
<td>FRCC – (HQ in Westminster)</td>
<td>29,009</td>
<td>27,726</td>
<td>4.6</td>
</tr>
<tr>
<td>LCC – (HQ in Lamar)</td>
<td>1,045</td>
<td>965</td>
<td>8.3</td>
</tr>
<tr>
<td>MCC – (HQ in Ft. Morgan)</td>
<td>1,682</td>
<td>2,203</td>
<td>-23.6</td>
</tr>
<tr>
<td>NJC – (HQ in Sterling)</td>
<td>1,98</td>
<td>2,200</td>
<td>-10.0</td>
</tr>
<tr>
<td>OJC – (HQ in La Junta)</td>
<td>1,608</td>
<td>1,847</td>
<td>-12.9</td>
</tr>
<tr>
<td>PCC – (HQ in Pueblo)</td>
<td>9,668</td>
<td>8,913</td>
<td>8.5</td>
</tr>
<tr>
<td>PPCC – (HQ in Colo. Springs)</td>
<td>19,102</td>
<td>19,031</td>
<td>0.4</td>
</tr>
<tr>
<td>RRCC – (HQ in Lakewood)</td>
<td>11,559</td>
<td>12,481</td>
<td>7.4</td>
</tr>
<tr>
<td>TSJ – (HQ in Trinidad)</td>
<td>2,296</td>
<td>2,293</td>
<td>0.1</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>124,779</strong></td>
<td><strong>120,655</strong></td>
<td><strong>3.4</strong></td>
</tr>
</tbody>
</table>
Other parameters are at work when the CCCS reports its numbers to the National Center for Education Statistics, which lists CCCS total enrollment at 76,585 (“College Navigator”). This is partly why it can be confusing to those outside the CCCS to comprehend CCCS enrollment, and how, similarly, various department chairs might be referring to various documents in regard to enrollment.

How many people are employed by the CCCS, and how many are adjunct faculty?

As of April 6, 2021, the CCCS has in its 13 colleges and its System office a total of 12,651 employees (“CORA Request”). The CCCS employs 4,519 adjunct faculty and 1,164 full-time faculty. Adjunct faculty outnumber full-time faculty three to one. The CCCS employs 1,285 more non-faculty than it does total faculty. The majority of adjunct faculty work in the six metro-area community colleges, whereas the adjunct/full-time ratios are smaller in the rural colleges scattered around the state. The CCCS Systems Office (located in Aurora) lists scores of administrative employees across 14 pages of organizational charts. In addition, each college has its own staff of administrators.

Also, in terms of total employee numbers, the CCCS does not categorize its highly segregated and defined types of employees in its annual audits but prefers only this brief narrative: “The System has approximately 5,900 employees by FTE, of which two-thirds are faculty and adjunct instructors” (“Background.”). This description obscures thousands of adjunct faculty who work part-time not because they want to work part-time, but because the CCCS prefers to have an unstable, constantly changing faculty who are afraid of losing their jobs, so they don’t speak out. It obscures the struggle adjunct faculty face when they cannot string together enough teaching assignments among several CCCS colleges to make a living wage.

The audit’s pie chart and the clipped description of instruction overlooks the welfare of 4,500+ CCCS faculty who deserve better from Colorado’s education-providing juggernaut. The CCCS has funds to pay adjunct faculty more, and to make more full-time positions within the system, but chooses not to do so. It chooses dangerously, if you consider education a public good that should adhere to the ethics it teaches. Instead, the CCCS is allowed by the SBCCOE pay part-time faculty only a fraction, per course, of what it pays full-time faculty for teaching the same course. This is the order of the day, even while the CCCS marketing departments are working overtime pasting the words “equity” and “inclusion” in as many posters, bulletins, advertisements, and web pages as possible. The healthcare for 80% of its teaching workforce is also of no concern to the CCCS, burdening taxpayers, instead, by having to subsidize high-deductible insurance policies for 80% of its faculty, year after year. The pie chart also gives the false impression that 2/3 of the workforce is teachers, and also that they are full-time employees.
To get precise employment figures, researchers must file a Colorado Open Records Act (CORA) Request. The AAUP Colorado Conference frequently files CORAs with the CCCS headquarters office in Aurora, Colo., as part of its ongoing monitoring of faculty issues in the CCCS. The figures for 2021 listed above are similar to those reported in 2018 (Mumme). The CCCS rarely creates new full-time faculty positions, and instead, has steadily shifted from what was, in the 1970s, 75% full-time and 25% part-time to the opposite. Today, most of the system’s 29,000+ classes are taught by adjunct faculty. Also, by mixing all types of employees together in its annual audits, the CCCS obscures administrative bloat.

How are adjunct faculty hours calculated?

Per IRS guidelines established in 2014, the CCCS credits an adjunct as working an additional 2.25 hours per week per each hour spent in the classroom plus one more hour. For a typical, 3-credit-hour course meeting an hour and 15 minutes twice a week, the IRS guidelines allow the employer to credit that effort as only 7.75 hours of work per week.

Soon after the IRS guidelines were published, the state board that oversees the CCCS (the SBCCOE) captured the change in its Board Policy 3-80:

“Basic components of instructor workload are class instruction and class-related work. For purposes of the Affordable Care Act, instructor weekly work hours shall be measured by crediting the instructor with a total of 2.25 hours of service per week (representing a combination of teaching or classroom time and time performing related tasks such as class preparation and grading of examinations or papers) for each hour of teaching or classroom time. In addition, an instructor will be credited with one hour of service per week for each additional hour the instructor spends performing other duties he or she is required to perform (such as required office hours or required attendance at faculty meetings). (“Instructor Workload and Hours”).

How is my so-called “professional rate” calculated?

To calculate the CCCS so-called “professional rate” by which adjunct faculty are paid to attend meetings and trainings, divide your semester wage listed in a “Faculty Load and Compensation” (FLAC) rate by 15 weeks to see the weekly rate. Then divide the weekly rate by the IRS Guidelines. It differs for each adjunct, depending on which category of class you are teaching. For reference see Appendix A: Adjunct Faculty Tiered/Step Pay Chart. The spreadsheet will give you the average rates, using the highest per-credit-hour figures from FRCC, the “flagship” college within the 13-college system.

The “professional rate” leads to controversy, however, when admins explain that CCCS adjunct faculty are paid $25/hour, even though they work part-time. To the general public and to lawmakers unfamiliar with the workload of teaching a college course, it creates misunderstanding. It sounds to outsiders as though adjunct faculty are paid more than double the 2021 Colorado minimum wage for “only working part-time.” The 2015 IRS guidelines, then, simultaneously make it far easier to deny adjunct faculty health-care benefits, and also make it more difficult for adjunct faculty to nail together enough courses to earn a living.

Of course, adjunct faculty work more hours than the U.S. Treasury directs employers to consider. The guidelines were put into place after the passage of the 2010 Affordable Care Act defined a full-time employee as one who worked 30 hours or more per week, and one who would thus qualify for healthcare benefits under the Act. In hearings for the guidelines, higher-education administration lobbying groups pushed for the lower calculation, against protest from faculty advocate groups for a higher calculation. This led the CCCS to cut course loads for adjunct faculty, and to hire approximately 1,100 more adjunct faculty to teach the approximately 29,000 courses the CCCS offers each year.
Simultaneously, the IRS guidelines set the stage for the now-commonplace practice to grant course overloads to full-time faculty when a department does not have enough adjunct faculty in a department to spread the work around to them. One wonders if the shortage of adjunct faculty in a given department can be held constant by a department chair, in order to send a few thousand dollars extra to full-time faculty members in the form of course overloads. This has pit full-time faculty against part-time faculty, naturally, further adding to mistrust among workers so much so that there is no longer much “community” in “community college.”

Can my department chair cut my course load, claiming “new CCCS policy” or “declining enrollment?”

The short answer is, yes, for three reasons:

First, adjunct faculty, unlike the classified workers outside classroom windows mowing the lawn, the staffers in the campus cafeteria, or the administrative assistants answering phones in the office, **adjunct faculty have no due process rights** in the CCCS. Their labor is valued even less than that of classified staff on campuses who clean buildings and shovel snow.

Secondly, BP 3-05 dictates all personnel decisions regarding appointments, wages, etc. rest **with the college president** at each of the 13 colleges. If a department chair needs a backstop for cutting a course from the schedule, handing it to a full-time faculty who wants to teach it for any reason, even if he/she wants it as a course overload, a convenient excuse is to say either the CCCS, CCHE, or the HLC has developed new guidelines. Ask to see those guidelines. Quite often, if you ask to be directed to such policy, you will find that no such policy exists or that it says something quite different.

Finally, the **Higher Learning Commission guidelines are loosely written**. Not all, but many, department chairs, thus capitalize on that feature. The unjust dismissal of adjunct faculty who have taught courses/subjects for years, but then lost them under the “guidelines” ruse are too numerous to mention. Italics are added in this HLC passage to illustrate the point.

“Qualified faculty members are identified primarily by credentials, **but other factors, including but not limited to equivalent experience**, may be considered **by the institution** in determining whether a faculty member is qualified” (“Faculty Roles and Qualifications”).

Will I lose classes or be fired from my job if I raise a complaint about working conditions in the CCCS?

According to the Higher Learning Commission, “The institution has a conflict of interest policy that ensures that the governing board and the senior administrative personnel act in the best interest of the institution. …The institution does not retaliate against those who raise complaints” (“Integrity: Ethical and Responsible Conduct”).

Even so, it is best not to go it alone in this regard, because of the CCCS workplace culture described elsewhere in this document. There is strength in numbers. An AAUP representative can attend and serve as a silent witness in a meeting with a member’s department chair, an unemployment hearing, or a teaching evaluation. Furthermore, of course, it is AAUP’s mission to champion the profession and to defend faculty rights in universities, colleges and community colleges.
Don’t all CCCS employees receive regular, Cost-of-Living Adjustments (COLAs)?

Annual Cost-of-Living Adjustments, or COLAs, are derived from U.S. Bureau of Labor statistics and then published by the Social Security Administration. Since 2014, there have been eight COLAs, amounting to an 11% increase as requisite to ensure that those receiving Social Security benefits do not have those payments eroded by inflation. However, according to the most recent AAUP CORA to CCCS, the CCCS does not pay COLAs to any CCCS employees (CORA, 2021).

What percentage in pay increases have the approximately 1,100 CCCS full-time faculty received since 2014?

CCCS full-time faculty received a 20% pay increase in 2014, phased in over several years, and, since then, has likely received several across-the-board pay increases, along with all other types of CCCS employees except adjunct faculty, as applicable.

Have there been any pay raises to any CCCS employees 2019-2020?

Yes. The CCCS spent $26 million to increase salaries and benefits 2019-2020, by category. It is unclear whether any of this will go to adjunct faculty, although a line in the annual audit refers to a 3% across-the-board raise in the category of “instruction.” A 3% raise for the average FRCC adjunct ($1,138/credit hour wage) would be $102 for a 3-credit-hour course, or $6.28/week. A 3% raise for the average FRCC full-time faculty ($65K), would be $1,950 or $37.50/week.

Federal stimulus funds from the 2020 Coronavirus Aid, Recovery and Economic Security (CARES) Act sent $13 million to the CCCS. It was followed by more than $79 million from the 2021 American Rescue Plan Act (ARPA). Soon, funding from the 2021 Coronavirus Response, Relief and Supplemental Appropriations Act (CRSSA) is expected to send to the CCCS approximately the same amount, and available to use under the two broad categories of “Institutional Portion” and “Student Aid Portion,” as was the ARPA. The “Institutional Portion” is nearly three times the “Student Aid Portion.” The CRSSA would thus send another $79 million to the CCCS in 2021.

See table blow, depicting funds sent to the CCCS, by college, under the CRSSA (Seltzer):
## DISTRIBUTION OF CRSSA FUNDS TO THE COLORADO COMMUNITY COLLEGE SYSTEM (in millions)

<table>
<thead>
<tr>
<th>Name of Institution</th>
<th>Total Award</th>
<th>Maximum Amount for Institutional Portion</th>
<th>Minimum Amount for Student Aid Portion</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arapahoe Community College</td>
<td>5,512,598</td>
<td>4,472,793</td>
<td>1,039,805</td>
</tr>
<tr>
<td>Colorado Northwestern Community College</td>
<td>898,356</td>
<td>699,357</td>
<td>198,999</td>
</tr>
<tr>
<td>Community College of Aurora</td>
<td>7,224,037</td>
<td>5,706,224</td>
<td>1,517,813</td>
</tr>
<tr>
<td>Community College of Denver</td>
<td>9,998,358</td>
<td>7,776,769</td>
<td>2,221,589</td>
</tr>
<tr>
<td>Front Range Community College</td>
<td>16,023,686</td>
<td>12,500,541</td>
<td>3,523,235</td>
</tr>
<tr>
<td>Lamar Community College</td>
<td>1,049,005</td>
<td>754,795</td>
<td>294,210</td>
</tr>
<tr>
<td>Morgan Community College</td>
<td>966,838</td>
<td>761,209</td>
<td>205,629</td>
</tr>
<tr>
<td>Northeastern Junior College</td>
<td>1,708,469</td>
<td>1,274,289</td>
<td>434,180</td>
</tr>
<tr>
<td>Otero Junior College</td>
<td>1,839,224</td>
<td>1,387,763</td>
<td>451,461</td>
</tr>
<tr>
<td>Pikes Peak Community College</td>
<td>16,312,451</td>
<td>12,540,562</td>
<td>3,771,889</td>
</tr>
<tr>
<td>Pueblo Community College</td>
<td>8,728,074</td>
<td>6,908,847</td>
<td>1,819,227</td>
</tr>
<tr>
<td>Red Rocks Community College</td>
<td>6,889,441</td>
<td>5,531,932</td>
<td>1,574,509</td>
</tr>
<tr>
<td>Trinidad State Junior College</td>
<td>2,068,234</td>
<td>1,549,031</td>
<td>519,203</td>
</tr>
<tr>
<td><strong>System Totals:</strong></td>
<td><strong>$79,218,771</strong></td>
<td><strong>$61,864,112</strong></td>
<td><strong>$17,571,749</strong></td>
</tr>
</tbody>
</table>

We have urged the CCCS to use some of the “institutional portion” of the funds to begin to fund a salary increase for adjunct faculty, outlined in an AAUP press release March 2021 (“Will the Wealthy”).

CCCS auditors included a narrative in the 2019-2020 Financial and Compliance Audit that spells out for SBCCOE members and CCCS administrators how the funding from the federal bills could be used, indeed, for salaries or bonuses related to Herculean task of switching to online teaching:

“The Coronavirus Aid, Relief, and Economic Security Act (CARES Act) was passed by Congress and signed by President Donald Trump on March 27, 2020. This bill allotted approximately $14 billion to the federal Office of Postsecondary Education as the Higher Education Emergency Relief Fund (HEERF). The majority of HEERF funding is broken into two main components, the Student Aid portion and the Institutional portion. The Institutional portion provides institutions the ability to cover any costs associated with significant changes to the delivery of instruction due to the coronavirus” (BKD, LLP, p. 6).
The Institutional portion provides institutions the ability to cover any costs associated with significant changes to the delivery of instruction due to the coronavirus” (“Internal Control over Compliance”).

Accordingly, we carefully considered each of the “Adjunct Tiered Pay” categories, along with average full-time faculty wages, to calculate modest bonuses to all CCCS faculty. We have heard nothing back yet, on that. We hope to hear back soon from CCCS Chancellor Joe Garcia on our proposal.

The detail from the 2019-2 CCCS audit in regard to the $26 million in raises is as follows (“Management Discussion,” p. 18-20):

<table>
<thead>
<tr>
<th>Expense Category</th>
<th>Raises (in millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instruction</td>
<td>16.7</td>
</tr>
<tr>
<td>Institutional Support</td>
<td>2.8</td>
</tr>
<tr>
<td>Academic Support</td>
<td>2.4</td>
</tr>
<tr>
<td>Student Services</td>
<td>3.3</td>
</tr>
<tr>
<td>Operations &amp; Maintenance</td>
<td>0.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$26.0</strong></td>
</tr>
</tbody>
</table>

How much does CCCS spend to pay its adjunct faculty?

Annually, a small fraction of more than a half-billion dollars in CCCS operating revenues goes to its adjunct faculty. To see that clearly takes a few more calculations than the annual CCCS audits provide, however.

Each of the annually published Financial and Compliance Audits includes a pie chart of operating expenses, depicting broadly defined expense categories. Each year, approximately 40% is spent on instruction, such as depicted here, from the June 2020 report:

Source: (BKD/LLP 2020, p. 17)
While it would be optimal if the CCCS audits could be more specific and thus could better inform faculty and external decision-makers about exactly where revenues are being spent, this same pattern of undefined audit categories and breezy narratives endures. One assumes “instruction” would be wages to employees instructing. Of the $454,887,444 million in CCCS operating 2020 expenses, then, just over 40%, or $182 million went to instruction. Of that, 6% went to professional/technical staffers, with $171 million remaining spent on part- and full-time faculty together (BKD/LLP 2020, p. 17).

From that $171 million, **$87 million was spent on 1,164 full-time faculty** and $84 million on adjunct faculty. Divide $87 million across 1,164 CCCS full-time faculty to see the average salary and benefit package of $75K. That figure comports with the wage and salary package we find on the FRCC website, namely a full-time faculty average wage of $65K plus a benefits package HR tags at $10K (“FRCC Full-Time”).

That leaves **$84 million across 4,519 adjunct faculty** across the CCCS, at an average wage just under $19K. That figure is near the average adjunct faculty wage reported in 2018 (Mumme, p. 109). It also reveals a conservative estimate that the average adjunct faculty member (“Adjunct Tiered Pay Chart”) teaches six courses per year across three semesters.

Won’t my PERA benefit add to Social Security benefit I have earned elsewhere?

No. The Windfall Elimination Provision (WEP) allows the Social Security Administration to deduct 2/3 of the PERA benefit from a retiree’s Social Security benefit. Few CCCS adjunct faculty are aware of this issue and so are ill prepared for a big surprise once they retire. It would be best if HR officials explained this to new adjuncts when they are hired. It does not affect workers who have spent their entire careers working for the CCCS or working for the State of Colorado. It radically affects retirement benefits for those who straddle jobs inside the CCCS and outside of it, as most adjunct faculty are forced to do to make ends try to meet.

Briefly, for example, consider how the average wage for CCCS adjunct faculty is less than $20K (Mumme, p. 109). Twenty years of teaching as an adjunct in the CCCS at that rate nets the adjunct approximately $900/month in PERA upon retirement.

For example, consider an adjunct with 20 years of CCCS service who has the average of $1,500/month in Social Security benefit due to employment elsewhere (and employment elsewhere is necessary because the CCCS adjunct faculty wage is $10K below the living wage) (“Living Wage”). Once that adjunct formally retires from the CCCS and receives that $900/month PERA benefit, the WEP will automatically reduce his/her Social Security benefit by $600 per month the rest of his/her life.

The WEP and a related federal program, the Government Pension Offset, are in the news lately as a few lawmakers try to address the problem they create for 1.9 million people. The two federal programs catastrophically affect CCCS adjunct faculty who are forced to straddle multiple jobs to make ends meet.

Who sets personnel policies and wages at each college?

Each college president has broad authority to make all personnel decisions subject to state law: “It is the intent of the Board that the System Chancellor and College Presidents be afforded broad authority within their respective institutions. Therefore, the Board hereby delegates to the System Chancellor and College Presidents authority to approve all personnel actions, subject to Board Policies, System Procedures, State of Colorado Department of Personnel and Administration (DPA) Personnel Rules, and other pertinent laws, regulations and guidance” (“Delegation”).

**Who determines wages for adjunct faculty?**

Each college president, per Board Policy 3-10b, determines the wages and other working conditions of adjunct faculty. Here is the CCCS Board Policy in regard to adjunct faculty compensation:

“Each College and CCCOnline shall establish the following compensation practices for instructors:

1. Establish compensation levels for instructors;
2. Define clear criteria for progression up the levels of compensation. These should include, but are not limited to, length of service at the institution and professional development;
3. When hiring an instructor who teaches currently at another CCCS College, the hiring College and CCCOnline will uphold the compensation level achieved by instructors at other Colleges;
4. When a course is cancelled or removed from an instructor’s schedule, for no fault of their own, within fourteen (14) calendar days of the start of the course, the College and CCCOnline will compensate the instructor 10% of the pay for the course to account for time and effort to prepare for the course. This payment will be made in the next available pay period; and
5. Establish a clear process for payment for additional activities by instructors outside of instruction” (“Board Policy 3-10b”).

Some college presidents seem to enjoy telling adjunct faculty, when they inquire about a pay raise, that, as presidents, their “hands are tied” and that the adjuncts “will have to work with the state legislature.” That answer is patently untrue (“Delegation”).

**What is Tiered Pay for adjunct faculty?**

The Adjunct Tiered-Pay system was instituted in response to the AAUP push for the equal-pay-for-equal-work legislation in 2014, HB 14-1154. Per Board Policy 3-10b, it requires each college to establish clearly defined compensation levels and how adjunct faculty achieve them (“Board Policy 3-10b”). Adaptation by the colleges has been spotty and the tiered-pay levels have been more token than significant. Some colleges have yet to create a tiered-pay system, likely because the employ fewer than 50 adjuncts.

The flagship CCCS college, Front Range Community College with 29,000+ students and more than 800 adjuncts, has a tiered-pay system that puts new hires in Tier 1. FRCC and Arapahoe CC pay their adjunct faculty the highest wages in the system, so using the FRCC average wage is useful in illustrating the point (“FRCC Tiered Pay Chart”). For reference, the average Tiered Pay among adjunct faculty at FRCC (including those who teach the higher-paying STEM and Business courses, is $1,138/per credit hour).

To move up in Tiered Pay, FRCC requires adjuncts to complete a defined number of in-house “professional development opportunities” (usually workshops put on by full-time faculty in an assortment of disciplines), and to teach a defined number of courses to rise from Tier 1 to Tier 2. At Tier 2, the average wage increases by a token amount (and this average includes the better-paying STEM courses). Some calculations are in order to see how token this raise is, especially given that adjunct wages are already $10K below the living wage (“Living Wage”):

For a complete breakdown of average adjunct faculty wages, see Appendix A. Briefly, the adjunct who has been working more than five years for the CCCS, and so is in “Tier 3” or “Step 3” is earning just a dollar or two per hour than the new hire fresh out of graduate school. Furthermore, those hours per week, no matter how talented the adjunct is, cannot exceed 30 hours per week so he/she might qualify for healthcare benefits. (A few insiders, however, do snag adjunct course
“overloads” but these are rare and the avenues by which anyone might get them are unpublished, unrecorded, unshared and thus further divide an already divided and mistrustful workforce.) These factors, combined, accurately reflect the value the CCCS puts on experience with and documented commitment to student learning.

After attaining Tier 3 pay, since there is no higher tier available; adjuncts have no further wage increase the rest of their careers in the CCCS. Meanwhile, all other categories of employees, as they work longer in the CCCS, receive pay raises and frequently move up at one college or to better-paying positions at other colleges in the system. In this way, the CCCS stands out among all other enterprises in Colorado, as the CCCS prefers inexperienced workers in one category. That preference is defined by the token, gross-pay increases of a few dollars per week, an atmosphere of disposability, inequity, and mistrust. Hallway posters, administration memos, and flowery, end-of-semester thank-you notes gaslight adjunct faculty by creating a funhouse atmosphere that leads adjuncts to doubt anything and anyone on campus.

**Broken Tiers:** The SBCCOE amended Board Policy 3-10b in July 2020 to allow transfer of Tiered Pay levels across the CCCS for those adjuncts who teach at various colleges within the system. Accordingly, while Tiered Pay amounts differ at each CCCS college, a Tier 3 anywhere is supposed to be a Tier 3 anywhere. Like so many things CCCS, however, so far, the adaptation of BP 3-10b is off to a rocky start. It is sad to see how, evidently, even scores of six-figure-earning officials cannot find enough power to act when even a single adjunct at FRCC disputes a pay raise of $2 per week.

What is the average wage per class for CCCS adjunct faculty?

“Remuneration rates for CCCS adjuncts vary some from discipline to discipline, and across colleges, but remain almost uniformly low, averaging roughly $2500 per class, or around $20,000 annually for instructors teaching four classes a semester for two consecutive semesters. This is just half the level of remuneration for adjuncts teaching at leading 4-year institutions, which, if we take Colorado State University as a point of comparison, pays $4600+ per class to adjunct instructors, or $36,800 annually for a four-class load over two consecutive semesters” (Mumme, p. 109).

Also, it is useful to compare the adjunct wages at any CCCS college against the minimum living wage using the Living Wage Calculator maintained by the Massachusetts Institute of Technology (“Living Wage”). CCCS wages to adjunct faculty are typically $10K below the living wage for any of the cities in the metro area.
Who advocates for improving CCCS adjunct faculty wages and working conditions?

There is not one employee in Colorado state government assigned to advocate formally for adjunct faculty in the CCCS. Advocates are requisite elsewhere: Colorado’s K12 teachers have the Colorado Education Association to advocate for them and the larger institutions such as Colorado State University and the University of Colorado have powerful faculty senates to do so. Until Chancellor Joe Garcia was appointed in 2018, the CCCS workplace culture had been to oppose adjunct faculty at nearly every turn. That same punitive workplace culture endures in many departments within the 13-college system, however. We learned in a faculty senate meeting at FRCC two weeks ago that many adjunct faculty were unaware there is a Tiered-Pay system in place for them, and that it had been established seven years ago. We heard, as well, how adjunct faculty can face pushback from HR officials who are allowed to interpret SBCCOE board policies to stack the deck against the adjunct faculty by withholding back pay or by not explaining the Tiered-Pay policy at all.

Some CCCS presidents and at least one CCCS HR official testified against the value and purpose of paying adjunct faculty equal pay for equal work during the first hearing for HB 14-1154, legislation that would have improved working conditions for CCCS adjunct faculty. That year CCCS administrators paid lobbyists to defeat the bill. CCCS administrators paid their lobbyists again the next year to defeat a second equal-pay-for-equal-work bill the AAUP championed on behalf of CCCS adjunct faculty (SB 15-094).

One of the forces behind HB 14-1154 was Colorado AAUP member Suzanne Hudson, herself a former FRCC adjunct who retired from the University of Colorado as a contingent faculty member. She explains the predicament in the CCCS this way:

“During the 2014 legislative session, a bill titled The Community College Pay and Benefits Equity Act, HB14-1154, was sponsored by Representative Randy Fischer and Senator John Kefalas.

“Supporters of the bill produced a two-page fact sheet, and the American Federation of Teachers generously lent one part-time lobbyist to the campaign. AAUP volunteers organized an email campaign: hundreds of CCCS adjuncts wrote to legislators in support of the bill, and dozens showed up to testify before the House State, Veterans and Military Affairs Committee. Meanwhile, the Colorado Community College System employed several full-time lobbyists, who were at the Capitol all day every day, for the express purpose of defeating HB14-1154. Supporters of HB14-1154 were simply out-gunned and out-spent, unable to gain adequate access to legislators…

“The problem is enormous, and the fact that most citizens and legislators are largely unaware of it makes the argument for reform all the more difficult. This document [her report] constitutes a new beginning in the attempt to persuade citizens and legislators that there is a very serious problem in Colorado’s community colleges but that the course can be corrected through a number of changes in employment practices” (Hudson, p. 1).

Also of note, when state workers petitioned to form the collective bargaining unit, Colorado WINS in 2007, adjunct faculty were specifically barred from membership in the state-sponsored union of 31,000 workers.

In countless in-service presentations, advisory board and senate meetings, administrators will give the impression that they are constantly fighting the state legislature to pay adjunct faculty more money, but that even so, they cannot make any traction. Nothing could be further from the truth. For example, in its most recently published, 192-page Staff Budget Briefing, adjunct faculty in the CCCS received two sentences:
“As the economy and state funding have increased, institutions have faced pressure to improve salaries and have often done so. … At two-year institutions, the vast majority of staff are adjunct faculty who carry part-time teaching loads and receive modest compensation” (Bickel, 13).

The need for formal, rigorous advocacy that truly represents adjunct faculty is necessary, as well, to create the inclusive, safe, welcoming culture promoted for student success. This need is heightened now in the context of the larger culture, as aptly outlined in by FRCC Adjunct Faculty Member Melinda Myrick in the *AAUP Academe* blog:

“Following the #MeToo and Time’s Up movements’ vocal challenge to abuses of power, we must push back against the hypocrisy of administrations that issue abstract calls for “diversity” and “equality” while threatening and impoverishing their adjunct faculty. This is discrimination. This is harassment. This is not a “safe space” (Myrick).

Among the hundreds of higher education officials in Colorado’s higher education infrastructure, not one is charged with even keeping track of adjunct faculty. Adjunct numbers and wages are not published on the CCCS system website or on any of the 13 college websites, where the public might learn about them. Similarly, the CCCS does not keep track of the number of adjunct faculty who have left teaching, why, when, and how those departments struggle due to the loss of this excellent teacher or that one. This non-process is what academic researcher and writer Henry Giroux calls “organized forgetting” (Evans and Giroux). Through purposeful un-tracking, un-knowing, and un-learning, CCCS officials have maintained a workplace culture of disinterest in adjunct faculty. Employers are charged with expressing through renumeration, the increasing value of an employee’s work. Persistently, in the CCCS, this is not the case.

To test this principle, try using the search engine on the CCCS website to see if there is any mention of the workers who are the backbone of the entire enterprise. Type in the word “adjunct.” This is what you will get: “No pages match the search terms.”

To say that adjunct faculty working conditions is the elephant in the room under-estimates the size of the elephant.

Persistent disregard for adjunct faculty is a theme among ostensible overseers such as the SBCCOE, the CCHE, the Colo. Dept. of Higher Education the Higher Learning Commission, and the scores of “industry partners” with whom the CCCS is aligned. Thus, the State of Colorado washes its hands of the psychological violence of institutionalized poverty the CCCS has promulgated through its employment practices.

A glimmer of hope in the need for an advocate for CCCS adjunct faculty, however, can be seen if we look at the track record, so far, of Chancellor Joe Garcia.

It wasn’t until Garcia was appointed that adjunct faculty who qualified for unemployment benefits were able to receive partial unemployment for the first time during the Spring, 2020, Summer 2020 and Winter Break 2020-21 (Lawless, 2019). Also, under his direction, in 2019 for the first time, adjunct faculty at Front Range Community College could receive limited sick-pay benefits.

What are the CCCS executives paid?

The total annual cost of wages and benefits for scores of CCCS executives is more than $8 million as of April 2021(CORA, 2021). For a complete listing of the wages, see the Appendix. At the time of this report, ten VP positions are vacant. Of note is that in 2014, when the AAUP launched HB 14-1154, lawmakers testified in hearings that CCCS lobbyists had told them the system could not afford to pay adjunct faculty phased-in equal pay for equal work. Afterward, the CCCS hired 1,100 more adjunct faculty and 40 more vice presidents.
What are the guidelines for shared governance in the CCCS?

There are two recognized, statewide “shared governance” bodies in the CCCS. The first is the State Faculty Advisory Council (SFAC). Its members are elected by “regular” (e.g., full-time) faculty at each of the colleges. It serves as an advisory capacity to the SBCCOE and to the president. It is to act as a communication liaison between the faculty and the Board.

The second is the nascent Adjunct Advisory Council which began meeting spring 2021. It comprises one adjunct faculty member from each college. It meets via Zoom with CCCS Vice Chancellor for Academic and Student Affairs. Its role is advisory. Like the SFAC, the AAC is not part of the CCCS decision-making process, but a forum for airing concerns and communicating them to the CCCS VP. Like the faculty senate at the FRCC flagship college, the neither the AAC nor the SFAC are obliged to publish either agendas or minutes. Adjunct faculty do not share in governance of the state’s largest and most financially secure higher education institution. Because adjuncts essentially donate their time if they attend campus senate meetings and councils, they are vastly underrepresented in those bodies, and also, CCCS faculty councils and committees are only advisory, with no decision-making power.

Some colleges have faculty councils and other campus-specific committees, boards, and councils. For some of these, adjunct faculty are allowed and/or paid to attend, whereas at other colleges they are either disallowed or unpaid to attend, so that participation/accurate representation of the entire faculty is spotty at best.

In addition, each college president, per CCCS Board Policy 2-30 “shall ensure that the college has a faculty forum through which all faculty members will be provided opportunity to communicate and actively participate in the making of decisions regarding matters which affect them” (“State Faculty”).

Forums are not the same as functioning faculty senates, and neither are advisory councils purposely segregating full-time from part-time faculty. CCCS policy in this regard contradicts Statement on the Government of Colleges and Universities jointly formulated by the American Association of University Professors, the American Council on Education (ACE), and the Association of Governing Boards of Universities and Colleges (AGB). That statement, widely adopted at most institutions of higher education in the United States, recognizes the complexity of higher education’s many countervailing energies of administration, faculty, students, and governing bodies. It covers the roles of each, as well as preliminary considerations, internal and external operations (“Statement on Government”).
Is the CCCS broke as administrators always tell us?

The CCCS is most certainly NOT broke. The most recently published 2019-2020 CCCS Financial and Compliance Audit shows CCCS operating revenues rising more than $10 million per year. By June 2020 operating revenues had topped $505 million. The report shows CCCS 2020 operating revenues grew by more than $13 million over 2019 and have grown by more than $33 million since 2018. The audit shows a net gain of more than $50 million after deducting operating expenses (“Management Discussion,” p. 18-20).

Notable is that the gold-standard, credit-rating agency Moody’s continues to assign the CCCS the Aa3 rating, describes the outlook for the CCCS as very favorable, and includes, for the record each year, how the CCCS is unusual among community colleges in its wealth.

Could the CCCS use a portion of its unrestricted reserves to pay adjunct faculty a higher wage or an annual bonus?

“The restricted, expendable net position may be spent, but only for the purposes for which the donor or grantor other external party intended. Unrestricted net position is not externally restricted; however, it is often internally designated by the college’s administration or board for a number of purposes, including capital maintenance and building and equipment expansion and repair, and new programs” (BKD, LLP, p. 16).

The SBCCOE in 2019 made several changes to Board Policy 8-160 “Reserve Requirements and Use.” A new clause was added:

“The System Chancellor may approve expenditures… [if] The College or System Office has an opportunity that enhances the quality of programs or services provided but that requires up-front investment. The System Chancellor is authorized to permit expenditures that reduce the required reserve level to not less than 3% of audited average annual operating expenses. The System Chancellor is required to consult with the Board Chair in advance of issuing approval of such expenditures. The College or System Office is required to submit in writing a cost benefit analysis of the opportunity investment and a plan with timelines for restoring the reserve to the required level” (BP 8-160).

This policy seems to suggest that the Chancellor might be able to direct some unrestricted funds to adjunct faculty.

Where can CCCS adjuncts get help with food, housing, healthcare benefits, car repairs, utility bills and clothing?

Food: A few CCCS campuses now have student-government sponsored, on-campus food banks. Adjuncts we’ve spoken about those tell us that adjunct faculty are not allowed to use them. One adjunct at Red Rocks Community College was chastised by a staffer there for choosing a can of beans to eat that night for dinner and made to put it back on the shelf. “This food is for our STUDENTS!” the staffer shouted. Our AAUP Chapters of the CCCS have taken adjunct faculty to food banks. Check with your county Human Services office to get the list of the local food banks, learn hours of operation, and what you need to bring with you
to get the food. Most food banks do not require pay stubs or letters from employers. You will need your I.D. and perhaps a few recent bills sent to your address to prove your residency in that county or city. At some of our on-campus Adjunct Survival Workshops, representatives from Boulder, Denver, and Jefferson counties showed CCCS adjuncts how to apply for food stamps, qualify for Supplemental Nutrition Assistance Program (S.N.A.P.), and explained the parameters for qualification. The process is straightforward. As with the food banks and health care questions, always start first with your county Human Services office (see list below).

**Housing:** Many CCCS adjuncts qualify for, and get, subsidized housing. County officials administer the federal Housing and Urban Development office (HUD) and can connect you to subsidized Section 8 housing and rental assistance. The deadlines for application are in late August and early September. That can be a challenge for some because so many adjuncts don’t know until a week before the semester starts what their course schedule, and thus, income will be. For this reason, keep a folder on your laptop with the payroll deposit notices you receive throughout the year. Those files come in handy when completing forms for assistance. As with food stamps, it is best to start with your County officials. We recommend meeting with local Housing and Human Services officials in person, if you can, in July. One caveat if you have the choice between rental assistance and Section 8 housing: Problems can ensue when the environments are not conducive to the many hours of quiet adjuncts need to prep for classes and to grade papers. The demographics of subsidized housing can be daunting aspects of the neighborhoods in which some CCCS adjuncts are forced to live.

**Healthcare:** This is tough because it will require adjuncts to stand in line with homeless and sometimes shoeless people to get the one-on-one help needed to connect with subsidized healthcare through the Colorado Exchange. It is worth it, though, as many were able to finish the process, and then were registered for bare-bones health care programs with monthly payments of less than $100. Each year the programs change slightly. Become familiar with the process, the various forms you need to complete, and meet face to face with a staffer. We cannot emphasize this last point enough. Share all you learn with your peers, as we do among our AAUP chapter members.

**Car repairs:** Many charities, such as Boulder County Emergency Family Assistance, will walk you through your bills with you and might be able to find temporary help with unexpected expenses such as a big car repair. You need your car to get to work, especially now that RTD has cut so many routes. It takes some extra time to call around the area and connect with the appropriate charities. That time is well spent.

**Utility bill assistance:** Every year, Xcel Energy offers the Low-Income Energy Assistance Program (LEAP). It is federally funded and state-supervised, then administered, as is the food stamp program, through county offices. Some metro-area municipalities are now offering once-a-year rebates on water bills. This is yet another reason to travel to your County Human Service office and familiarize yourself with the many programs. County agencies are frequently understaffed; websites might be out of date, or the forms on them out of date. Once again, the value of a once- or twice-a year, in-person visit to your County Human Service office cannot be overstated.

**Clothing:** Throughout Colorado, Goodwill and ARC outlets are the best spots for snagging gently used sport coats, button-down shirts, skirts, slacks, purses, and sweaters. It can be jarring to meet your low-income students shopping among the racks of clothes. They may be surprised to find you beside them, competing for the same clothing items. Don’t be ashamed; you are modeling for them how to make it work on poverty-level wages. Your presence there is a form of activism for the rapidly growing academic labor movement. Besides, in so many ways, adjuncts in the CCCS **teach poverty** (Lawless).
Links to Human Services offices for the corresponding CCCS Community College:
1. Arapahoe Community College, Littleton: Arapahoe County Human Services
2. College of Aurora, Aurora: Arapahoe County Human Services
3. Colorado Northwestern Community College, Rangely: Rio Blanco County Human Services
4. Community College of Denver, Denver: City and County of Denver Food Assistance, Denver Housing Authority, and Denver Human Services
5. Front Range Community College, Westminster: Adams County Human Services, Larimer County Human Services, Boulder Housing and Human Services
6. Lamar Community College, Lamar: Prowers County Human Services
7. Morgan Community College, Ft. Morgan: Morgan County Human Services
8. Northwestern Junior College, Sterling: Logan County Human Services
9. Otero Junior College, La Junta: Otero County Human Services
10. Pikes Peak Community College, Colorado Springs: El Paso County Human Services
11. Pueblo Community College, Pueblo: Pueblo County Human Services
12. Red Rocks Community College, Lakewood: Jefferson County Human Services
13. Trinidad State Junior College, Trinidad: Las Animas County Human Services
Appendix A

Adjunct “Tiered Pay” (aka “Step:) Chart, Front Range Community College

Note: Adjunct wages are determined by the presidents of each of the 13 colleges, per BP 3-05. Many colleges within the CCCS pay adjunct rates lower than FRCC. For that reason, these are conservative figures.

<table>
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<tr>
<th>Instructor Pay Matrix Categories</th>
<th>Type</th>
<th>Credit: Contact Ratio</th>
<th>Sem. Contact Hours</th>
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<tr>
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<td>37.5</td>
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<tr>
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<td>$1,006 $1,054 $1,099</td>
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<td>45</td>
<td>$1,201 $1,246 $1,293</td>
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<tr>
<td>Studio (Art, Physical Education, Music, Health &amp; Wellness)</td>
<td>PED, SMU &amp; STU</td>
<td>1: 2</td>
<td>30</td>
<td>$1,201 $1,246 $1,293</td>
</tr>
</tbody>
</table>

Note: The hourly rate calculation is not included in the handbook. Here it is for reference:

- Total to calculate average/7 categories: $7,323 $7,645 $7,972
- Avg. wage, per ch, per step: $1,046 $1,092 $1,139
- Avg. wage, per 3-ch course/per step: $3,138 $3,276 $3,417
- Avg. rate/week, per 15-weeks: $ 209 $ 218 $ 228
- Divide weekly rate by 7.75 hours*: $27 $28 $29
- Difference, “per hour” pay between Step 1 and Step 2: $ 1
- Difference, “per hour,” between Step 2 and Step 3: $ 1

Note: “Per hour” applies to first 7.75 hours per week per 3-credit hour class. Additional hours worked each week are unpaid.

https://www.frontrange.edu/
*Lederman, Doug. (re: IRS adjunct hours guidelines)
# Executive Salaries, Colorado Community College System

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Total wages: $9,126,232, $7,901,428

Plus benefits @$10K each: $630,000, $540,000

Annual cost: $9,756,232, $8,441,428

Note: 10 positions vacant April 2021
Source: (CORA Request 2021).

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“Will the Wealthy Colorado Community College System Use the Tsunami of Fed Funding to Invest in Faculty, Finally?” Colorado Conference, American Association of University Professors.  

“Yuma Campus.” Northeastern Junior College,  

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https://academeblog.org/2016/05/08/put-out-the-word-across-and-down/

https://academeblog.org/2016/06/14/2016-aaup-damn-it-summit/

https://academeblog.org/2014/09/25/the-adjunct-cookbook/
Suggested reading:


Video:

Colorado Conference, American Association of University Professors. “Secrets, Scams, and Scandals: The Dirty Little Secrets of the Colorado Community College System.” *YouTube,* uploaded 7 Sept. 2018. [https://www.youtube.com/watch?v=lC786wDQ4Og](https://www.youtube.com/watch?v=lC786wDQ4Og)
Author’s Note: This report represents more than 250 hours of volunteer effort, and each of the research reports, legislative summaries, background fliers and CORA Requests listed here represents hundreds more hours contributed by AAUP volunteers to help CCCS adjunct faculty be more equitably paid, pursue due process rights, and protect their academic freedom. Join the AAUP. It is the nation’s oldest, prestigious, nonprofit membership association of faculty and other academic professionals. Its headquarters are in Washington, D.C., with members and chapters across the United States at universities, colleges, and community colleges. Dues are on a sliding scale, according to income. CCCS adjunct faculty dues are less than $6/month, or the price of a deluxe burrito. You can join online and pay monthly dues using a credit card. There is strength and power in numbers.
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