

## **Recommendations on Compensation Compensation Review Committee April 1, 2016**

In accordance with the Presidential Guidance Initiative on Faculty/Staff compensation (PG-09), the members of the Compensation Review Committee (CRC) at Lewis-Clark State College (LCSC) have developed the following list of recommendations related to monetary and non-monetary compensation for the college's leadership. The recommendations reflect the input of members of the Classified Staff Organization (CSO), the Professional Staff Organization (PSO), and the Faculty Association.

### **Monetary Compensation**

The CRC members' recommendations below are rooted in a desire to fulfill Objective IE of the college's 2014-2018 Strategic Plan, which states, "All faculty and staff pay will meet or exceed the median reported from our peer institutions."

In that spirit, the CRC recommends that, for all faculty and staff, **the college should allocate as much funding as possible for equity adjustments**. The adjustments made last year were well received and represented an important step toward addressing compression. Maximizing monies available for equity adjustments will allow the institution to continue to address ongoing salary inequities.

Although the CRC has organized the monetary recommendations below by constituent group (CSO, PSO, and Faculty Association), there are several common themes.

- LCSC's salaries are below policy and compare unfavorably with peer institutions and regional higher educational institutions.
- LCSC should revise the system we currently use to assess how staff salaries compare to other institutions.
- LCSC should provide a clearer sense of what employees can expect in terms of pay raises over time.
- LCSC should fully fund critical items -- including faculty promotion raises, fringe benefits, and classified positions -- from appropriated funds.

### Faculty

LCSC faculty salaries compare unfavorably with peer institutions and with other four-year public institutions in Idaho, as shown by the table below. It presents data regarding the faculty salaries at Idaho institutions relative to their peer institutions. Each institution maintains a list of 13 State Board of Education (SBOE) peer institutions.

**Faculty Salaries at Idaho Institutions Relative to Their Peers**

	Full Professor	Assoc. Professor	Asst. Professor	Instructor
2014-2015 LCSC	75.5%	81.2%	85.1%	97.5%
2014-2015 BSU	81.2%	86.1%	86.1%	94.1%
2014-2015 ISU	75.3%	85.2%	86.5%	85.3%
2014-2015 UI	86.5%	89.5%	85.9%	92.1%

With only one exception (Full Professors at Idaho State University), across all professorial ranks, professors at LCSC make less relative to their peers than other professors throughout the state. For example, Associate Professors at LCSC make 81.2% of the salary of their peers whereas Associate Professors at all other public four-year institutions in Idaho make at least 85% of the salary of their peers.

In regard to faculty salaries, the CRC offers the following recommendations.

- The college should fully fund faculty promotions and should continue its past practice of using institutional resources to cover the cost of those promotions.
- The amount of the raise associated with promotion from assistant to associate professor should be increased from \$5,000 to \$6,000.
- The amount of the raise associated with promotion from associate to full professor should be increased from \$7,000 to \$10,000.
- The base salary for all full professors should be increased by \$1,000 in order to address compression.
- The amount allocated for faculty development grants and sabbaticals should be increased to \$20,000 and \$30,000, respectively. The CRC recognizes and appreciates the fact that Provost Lori Stinson has gone out of her way to find additional monies to support faculty development grants and sabbaticals beyond the amount currently budgeted.

Classified Staff

The CSO notes that, of 131 classified staff members, only ten (7.6%) are paid at 100% of policy or greater; 92.4% are paid below policy. According to the *State Employee Compensation and Turnover Follow-Up Report* (15-07F, December 2015), in 2012, 90% of classified employees statewide were paid below policy. Now, it is 86%. LCSC's current

classified staff pay rates, with 92.4% below policy, are worse than the statewide average of four years ago. For more detail, please see the accompanying document, "CSO CRC Compensation Report – March 2016."

*The Report to the Governor – FY 2017 Change in Employee Compensation and Benefits Report* states that "Overall, when compared regionally with public and private employers, Idaho's policy pay rates are, on average, 15.98% below market." Further below that are the majority of LCSC's classified staff members' incomes, which are at a significantly lower percentage of policy.

In light of this information, the CRC offers the following recommendations relative to classified staff salaries.

- As per Objective IE of the college's 2014-2018 Strategic Plan (mentioned above), all classified staff members should be paid at 100% of policy within two years. Thus, for FY16-17, all should be paid at least 90% of policy, with an increase to 100% of policy beginning FY17-18.
- A pay schedule similar to the county and city governments and the "step raise" system at North Idaho College (NIC) should be developed so that employees know what they can expect to earn based on the number of years they have worked. Such a step would encourage the retention of staff members.
- Annual Cost of Living Adjustments (COLA) should be provided (and included on the pay schedule noted above). As a result of not doing so, salaries have not kept pace with cost of living increases, and employees are making less, relatively speaking, than they were previously. The result is to vitiate the effect of merit raises that have been awarded. For example, an employee who made \$42,000 in the year 2000 and received COLA would now be earning \$57,627. However, the individual currently makes \$56,639, despite receiving merit increases -- a difference of \$988.
- All classified positions should be fully funded with state appropriated funds.
- Starting salaries should be increased to be competitive with other regional employers.
- Salaries for degree holders should be increased. As an educational institution, it makes sense for LCSC to reward individuals who hold advanced degrees at the time of their hire or who earn such degrees during their employment.

#### Professional Staff

The PSO appreciates the opportunity to be involved in the compensation review process. As a group, it is dedicated to working with Lewis-Clark State College leadership towards

implementing solutions involving compensation for employees. Competitive compensation is imperative for (1) maintaining current employees and (2) recruiting future employees.

Though most employees of LCSC are motivated by considerations other than maximizing their pay, it is important to recognize that the next generation of employees may look at financial compensation as their first priority. Highly skilled employees are coveted in our region, and competition for these employees is intense. If we cannot compete in the market because of compensation, the institution may falter, leading to possible decreases in student enrollment.

In light of this information, the CRC offers the following recommendations relative to professional staff salaries.

Salary Scale. Lewis-Clark State College is on the borderline between different CUPA Quartile designations. (CUPA refers to the College and University Professional Association for Human Resources, which provides comparative salary data.) As a result, the quartile into which LCSC falls can vary from year to year, which makes long-term analysis difficult. In FY15 and FY16, LCSC had to utilize different quartiles, which created markedly different results. The quartile used for FY15, for example, showed seven professional staff persons paid at or above the median. By contrast, the FY16 quartile showed 37 PSO members at or above the median. Further, 61 out of 154 PSO employees have no CUPA classification for salary comparisons. (See the addendum below for additional information.)

Therefore, LCSC should establish and publish a pay scale for professional staff employees. Time in-service, combined with merit based assessments (job performance), would be a foundation for the pay scale. The scale would be adjusted to meet regional/state cost of living standards. In addition, it would provide a much clearer sense of how salaries are determined for those aforementioned employees with no CUPA classification. The scale would be based on comparative data from multiple sources, making it more representative of our region than CUPA alone. Those sources could include comparative salaries of the University of Idaho and North Idaho College as well as data from the Idaho Department of Labor on comparative salaries of professional employees in our region.

Fringe Benefits. The college should continue to pay, in full, the increase in costs associated with all fringe benefits -- including medical insurance.

Advocating for Increased Compensation. The CRC members appreciate the work that the college's leaders have done in terms of advocating for increased employee compensation, and the committee encourages the continuation of such efforts.

### **Non-Monetary Compensation**

The CRC members are grateful for the non-monetary compensation that the college provides. The educational benefit for staff and dependents is especially welcome. Nevertheless, the CRC recommends that the college take – or at least explore -- the following steps to enhance non-monetary compensation.

## Work Schedule

Personal Day. Employees should be provided with one paid, day-of-choice holiday per fiscal year.

Variable Teaching Load. It would be beneficial if faculty members had the option – with appropriate authorization and under appropriate circumstances -- to have a 5/3 or 3/5 teaching load, instead of 4/4. Currently, the standard teaching load is four courses (generally 12 credits) per semester. Under this proposal, a faculty member could teach five courses one semester and three courses the other. So, the total number of courses per year would be the same. Doing so would be predicated on needed courses being offered, especially in cases where courses must be taken in a particular order. There would need to be a determination in regard to eligibility and frequency, among other issues.

Fall Monday Holiday. The CRC encourages the college's leadership to explore adding an additional Monday holiday in the fall semester. Doing so would even the number of contact days between the two semesters and give faculty an additional day for scholarship. The campus could be closed for the holiday, or staff members could use the day for training/professional development.

## Professional Development

Volunteer Time. Staff should have the opportunity to count a certain amount of time (perhaps up to two hours per month) spent volunteering toward their work hours. Such volunteer activity would enhance employees' morale and professional development by providing the opportunity to learn new skills and/or enhance existing ones.

Mini-Sabbatical Program. The Mini-Sabbatical program (which provides faculty members the opportunity to apply to the Provost for a one-course release to work on a special project) should be continued and expanded.

Fellowships. It would be beneficial to develop a policy that would allow for faculty members to take leave upon receiving a prestigious fellowship like a Fulbright. They would give up all of their salary for that time, but would still have access to health insurance. The details would have to be worked out with HR and the Provost's office, but it is the CRC's understanding that it is currently difficult to accept such an award unless it dovetails with a sabbatical. The program would not appear to entail additional costs to the institution unless the fellowship-recipient's division chose to fill the position with a visiting assistant professor or something along those lines. In that case, perhaps the difference between the two salaries (the regular and visiting professor) could be used to cover the remaining fringe of the regular faculty member.

## Health, Wellness, and General Morale

Access to Fitness Center. Faculty and staff should be able to access to the Fitness Center during holiday campus closures.

Access to Campus Events. Employees should be able to attend campus events and activities (such as sporting events, movies, theater performances, concerts, festivals, etc.) free of charge or at a reduced rate.

Access to a Masseur. Provide access to an on-site masseuse, as was done in the past.

### **Additional Comments and Recommendations**

Feedback on CRC Recommendations. The CRC recommends that the college's leadership provide feedback on the recommendations the committee submits. For example, are there proposals that would be feasible but need to be fleshed out? Are there ideas that are simply not doable for some reason or another? Such feedback would help the CRC – as well as CSO, PSO, and the Faculty Association – to more effectively assess the compensation-related suggestions they receive.

CRC Leadership Opportunities. The CRC recommends that faculty and staff members other than Division Chairs and the Library Director be afforded the opportunity to chair the CRC.

Review of CRC Reporting Deadline. The CRC recommends reviewing the deadline by which the committee submits its "Recommendations on Compensation" to ensure that the recommendations arrive early enough to be of maximum value to the college's leaders as they make decisions regarding compensation.

Compensation and Student Enrollment. The PSO is dedicated to working with LCSC's Administration towards increasing student enrollment. However, tying an increase in employee compensation to increased student enrollment is problematic for compensation reform.

- Linking compensation and enrollment could delay greater compensation to a later, undetermined date, which would adversely affect employees.
- Theoretically, there may be a saturation number for student enrollments in our region, based on circumstances beyond the institution's control. The evidence makes clear that employees at LCSC are already in a compensation deficit, so we believe alternative revenue sources should be identified, such as tuition increases.

### **Acknowledgements**

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## Addendum

Lewis-Clark State College's PSO compensation analysis for the past two years has used Quartile 3 in the CUPA classifications. This year, Lewis-Clark State College will be compared with Quartile 2 due to the annual expense changes from a combination of the CUPA range change and the elimination of grant programs at the college. This creates an unfair long-term comparison for PSO compensation analysis. For example, the 2014-2015 analysis indicated 7 PSO employees were paid at or above the 100% median. For 2015-2016, there are 37 employees paid at or above the 100% median.

Below is a comparison of 2014-2015 PSO member's salary to the CUPA median for Quartile 3.

Percentage	Employees	Avg.	Range
<50%	1	(-\$85,074)	
50-59.99%	1	(-\$25,755)	
60-69.99%	8	(-\$30,901.50)	(-\$17,270 -- \$36,610)
70-79.99%	6	(-\$11,657.50)	(-\$9,430 -- \$26,761)
80-89.99%	23	(-\$8,795.50)	(-\$4,887 -- \$13,049)
90-90.99%	15	(-\$2,296.50)	(-\$108 -- \$4,781)
>100%	7	(\$3,982)	(\$1,142 -- \$6,822)

Below is the 2015-2016 PSO member's salary to the CUPA median for Quartile 2.

Percentage	Employees	Avg.	Range
<50%	0		
50-59.99%	1	(-\$68,000)	
60-69.99%	2	(-\$22,167)	(-\$21,189-23,146)
70-79.99%	3	(-\$14,948)	(-\$11,225-23,146)
80-89.99%	21	(7,522)	(-4,159-15,109)
90-90.99%	16	(2,208)	(-436-4,562)
>100%	37	(+3,951)	(0+15,207)

CUPA classifications do not take into account the market value for salaries. A comparison between PSO and CSO Information Technology positions indicates the state of Idaho HAY median salary scale is higher than the median scale of the CUPA quartile 2 and 3. Lewis-Clark State College should develop a pay scale with salary step increases similar to North Idaho College.

As of 6/8/2014 CSO Policy (HAY)	CUPA T3 (2014-15 Academic Year)	CUPA T2 (2014-15 Academic Year)	CUPA T2 (2015-16 Academic Year)	CUPA T3 (2015-16 Academic Year)	
65,437	60,616	56,385	57,026	62,462	Network Admin
57,886	55,790	54,267	53,871	56,055	Sys Admin
72,301	48,945	48,690	49,320	50,414	Helpdesk Mgr
65,437	60,616	56,385	57,026	62,462	Network Admin
65,437	67,425	59,898	60,000	68,895	IT Program Sr.
57,886	60,616	56,385	57,026	62,462	Network Admin
85,637	81,600	63,660	66,615	84,114	Network Mgr.
57,886	54,498	46,875	49,980	55,189	Program Analyst
57,886	60,078	50,343	51,515	65,624	Web Master
72,301	60,879	64,401	62,000	*	IT Prog Supervisor

