



**TO:** President Cynthia Pemberton

**FROM:** Compensation Review Committee  
Members: Julie Crea, Leif Hoffmann, Lorinda Hughes, Angela Meek, Cindy Patterson, Jeannette Seward, Vikki Swift-Raymond, and Dovie Willey

**DATE:** January 29, 2020

**SUBJECT:** Compensation Review Committee Report

The Compensation Review Committee is charged with providing feedback for employee compensation, acting as a sounding board for initiatives related to compensation, and reviewing prior CRC committee recommendations and responses to ensure momentum forward or resolution of outstanding items.

The compensation review committee reviewed prior years' initiatives, budget realities for our institution, the Division of Human Resource's FY 2021 Change in Employee Compensation and Benefits report, and the prior years' CRC committee's recommendation for a compensation philosophy. Additionally, we sought feedback for monetary and non-monetary compensation as consistent with prior committee reports.

First and foremost, discussion largely revolved around budget reductions and the recommendations to be made by this committee in light of our financial realities. The overall consensus is to mitigate personnel reductions as much as possible and in general hold employees as harmless as possible.

The committee continues to support the CRC's recommendations for a compensation philosophy (Appendix C) which aligns with Idaho code requirements to base changes in employee compensation on merit. The focus of the philosophy is to reiterate priorities as represented by faculty, professional staff, and classified staff. Overall, compensation is recommended to be based on meritorious service with a focus on quality performers who have a greater number of years of service and who are paid below the market average for their position and to recruit qualified employees at a fair market value.

The committee reviewed and updated prior year CRC committee recommendations, thus Appendix A reflects the remaining outstanding items and Appendix B reflects closure of items. The CRC committee received support for the remaining recommendations and are researching and creating a proposal as requested for the dependent tuition reduction for a second child. Lastly, the committee received new recommendations as noted below:

- Emphasis and encouragement for a work-life balance such as no expectation to work on weekends or respond to business e-mails where the job is conducive to this balance.
- A general concern for employees close to retirement and protection of salaries for retirement purposes.
- Close campus on Fridays in the summer, similar to rural school closures on Fridays.

- Dedicate training days for employee required trainings such as Safe College's (similar to teacher professional development days).
- Focus on operational and staff time savings by reviewing operations (turn lights off, switch to LED, eliminate non-essential tasks, etc.).
- Feedback has been negative from all three employee constituent groups regarding the notification of an increase in the parking permit fee. Concern was voiced not only for the additional expense to employees and students, but also the ramifications on neighbors, especially the migration of parking to surrounding neighborhood areas. The following ideas were proposed to try and mitigate these concerns:
  - An extended payroll deduction strategy is requested to spread the cost of the increase over as long of a period as possible.
  - When considering the increase in parking fees, please take into account the average salary to parking fee correlation with comparator institutions. Our staff make significantly less than our peers in comparable higher education positions across the state.
  - The second parking permit is respectfully requested to be lower than the first permit, suggested \$10 per second permit and/or create a transferrable permit that is mobile (ex: associate two plate numbers on one transferrable permit).
  - Curtail the impact on employees and students by indirectly charging the public for parking during high attendance events such as athletic events and Art Under the Elms through an increase in the price of admission. This increase would be directed to Security's budget (ex: increase athletic tickets by \$0.50 each). This suggestion applies for both daytime and currently free parking evening and weekend events.

Lastly, the committee recognizes that administration is being frugal with dollars and doing all that we can to mitigate cuts while planning for future success. We want to reiterate that we support this message going forth to our legislature and stand by to assist in any way to ensure this message is widely received. We want to continue to provide the message that we are a "lean, mean, machine". The public perception as noted by faculty through conversations with members of the general public as well as government representatives is that the starting salary of our faculty is substantially higher than is the actual case. Thus, we would like to continue sending forth data to dispel these misperceptions.

Thank you for allowing the Compensation Review Committee to provide feedback. We appreciate this inclusionary process and look forward to assisting with compensation initiatives during the coming year.

## Appendix A

### Outstanding Prior Year CRC Recommendations

CRC Report	Recommendation	Outcome / Response
2018	Re-evaluate staff job descriptions to ensure they reflect the work that is actually expected of the employee.	In progress as supervisors complete performance evaluations. A handful of positions were reclassified last year due to changes in job duties, and many of these included pay increases. Re-evaluation will be ongoing as HR continues to have discussions about a market-based pay structure.
2018/ 2019	Implement a market-based compensation plan that, by its nature, provides a remedy for employees with compressed wages.	<p>A working group has been formed to explore a market-based compensation plan similar to U of I. This group continues to meet regularly and is compiling data with the goal of implementing the plan in the near future.</p> <p>February 2019 LCSC joined ISU and BSU in supporting draft legislation to allow 4- year schools to move to market-based compensation plan (i.e., move out of state agency compensation comparator plan). The SBOE supports the idea but did not allow the legislation to move forward this (2019) session.</p> <p>The Presidents will again bring the legislative proposal forward to and through the SBOE for consideration during the 2020 legislative session.</p>
2018/2019	The administration should consider using a portion of the state's allocation to establish a baseline salary or college minimum wage for employment.	A working group has been formed to explore a market-based compensation plan similar to U of I and to explore the possibility of moving higher education out of the state classification system. LCSC engaged discussions with Idaho peer institutions to determine if there was interest in creation of a shared strategy re: legislation addressing market-based compensation plan.
2018/2019	Allow two children to have the dependent benefit for LCSC tuition at the same time.	<p>Educational Privilege policy is being updated, but this particular issue has not been discussed. LCSC administration has indicated receptivity to such a proposal. Awaiting proposal.</p> <p>Data: Over the last three years (as of Dec 2019), 29 out of 32 employees would have benefited by this change in policy.</p>

## Appendix B

### 2020 CRC Closed Recommendations

CRC Report	Recommendation	Outcome / Response
2018/2019	As a wellness benefit, allow employees extra time for working out or attending wellness classes.	In practice, see <a href="https://www.lcsc.edu/wellness/warrior-wellness-release-form/">https://www.lcsc.edu/wellness/warrior-wellness-release-form/</a>
2019	Explore the possibility of adding emeritus status for PSO and CSO as a way to honor retiring staff. Boise State University currently offers this status to their staff.	Policy created and in practice 1.123 <a href="https://www.lcsc.edu/policies/#Section%204:%20Administrative">https://www.lcsc.edu/policies/#Section%204:%20Administrative</a>

## Appendix C

### Lewis-Clark State College Compensation Philosophy (amended January 24, 2020)

Lewis-Clark State College's mission is to prepare students to become successful leaders, engaged citizens, and lifelong learners. The best way the college can deliver quality programs is to retain and recruit a qualified workforce that is committed to excellence and service. We are compelled to provide fair compensation that reflects employee performance and is market-based.

#### Lewis-Clark State College Compensation Objectives:

- 1- Reward meritorious service: Faculty and staff should be compensated according to performance in line with Idaho Code §67-5309A/B.
- 2- Retain qualified employees by addressing market inequalities: Retain quality performers by keeping LCSC's compensation in line with the market averages that include factors unique to the institution. Priority action should address meritorious employees who have a greater number of years of service and are paid below the market average for the position.
- 3- Recruit qualified employees: Hire talented individuals who bring a fresh perspective, unique skills, and broad experience that can infuse the campus with a forward-looking perspective. Talented new employees should be hired at a compensation level commensurate with the job description and fair market value.