



**TO:** Compensation Review Committee (CRC)  
**FROM:** Dr. Cynthia Pemberton, President Lewis-Clark State College  
**DATE:** 2/17/2022  
**SUBJECT:** Compensation Review Committee Report/Recommendations Response

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. This memo reflects Leadership’s response to the recommendations derived from the 2/2/2022 CRC report.

First, I want to thank the CRC for their awareness and recognition of our ongoing enrollment-related fiscal challenges, as well as efforts made despite these challenges to increase employee compensation and support non-compensation specific benefits. Consistent with past practice, the committee’s report/recommendations were read, reviewed, discussed and are herein responded to.

| <b>CRC Focused Initiatives Review</b>  | <b>Leadership’s Responses</b>  |
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| <p>Charge: Reviewing the CRC compensation philosophy that years of service be used instead of years in current position to determining compensation inequities.</p> <p>Rec: “...the committee continues to support the idea of using years of service (rather than years-in-position) to determine individual instances of market inequality.”</p>   | <p><b>Leadership will charge the Executive Cabinet with developing a hybrid consideration model – and review options over the summer 2022.</b></p> <p>There may be instances of senior level leadership where this comparison would elevate compensation targets significantly beyond norms associated with the knowledge, skills, expertise inherent in “growing” into a new/elevated position.</p> |
| <p>Charge: Consider recommending revision of LC’s compensation goal 4.B.1 to “more closely align with Idaho’s fiscal constraints, and broad-based state compensation goals.”</p> <p>Rec: “...the committee acknowledges the current inconsistency in language contained in our current strategic plan. ... The CRC committee recommends administration correct the language inconsistency, but remain with the current measured goal using years of service, rather than years in position.”</p> | <p><b>Leadership will charge the Executive Cabinet with drafting revised language to alleviate the inconsistency. Revised language to be coordinated with Strategic Plan update. VP Anderson to lead.</b></p>  |

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| <p>Charge: Review and make a recommendation regarding the most meaningful faculty comparison metric (i.e., AAUP or CUPA data).</p> <p>Rec: "...the committee wholly endorses the idea of exploring the use of CUPA data for this comparison, as doing so would enable discipline-specific analyses. However, the committee suggests comparing faculty salaries annually with a variety of comparators, including not only LC State peer institutions, but also other Idaho four-year institutions, as well as AAUP data."</p> | <p><b>Leadership will charge the Executive Cabinet, working with HR to align with CUPA data. Draft comparator alignment to be completed spring 2022 and used to help inform 2022-2023 contracts.</b></p> <p>Leadership recognizes and will continue to consider other reference comparisons re: sister institutions and SBOE approved peer institutions, inclusive of position/job description requirements (e.g., faculty typically have research/scholarly productivity requirements – publication, grant writing, etc. even at teaching focused institutions).</p>  |
| <p><b>CRC Common Themes</b></p> <ul style="list-style-type: none"> <li>• Sustain salary increases: "...appreciate the efforts made to secure last year's CEC increases from the State."</li> <li>• Workplace flexibility: The committee recognizes State/DHR policy adherence constraints, and LC state focus as "a live-campus, in-person educational institution...encourages administration to remain open to increased workplace flexibility opportunities, as they evolve in the larger world around us..."</li> </ul>   | <p><b>Leadership's Responses</b></p> <ul style="list-style-type: none"> <li>• <b>Leadership is committed to ongoing CEC implementation and salary support advocacy with the State.</b></li> <li>• Leadership has, and will continue to review workplace flexibility <b>considerations on a case-by-case basis.</b></li> </ul>  |
| <p><b>CRC Recommendations – Faculty</b></p> <ul style="list-style-type: none"> <li>• Fully funding faculty promotions = highest priority. Explore why instructor level salaries appear more competitive than faculty rank salaries.</li> <li>• Reinstate funding for sabbaticals.</li> <li>• Increased workplace flexibility.</li> <li>• More help with online course development.</li> <li>• Expanded child care benefits – discounted KCollege (e.g.)</li> </ul>  | <p><b>Leadership's Responses</b></p> <ul style="list-style-type: none"> <li>• <b>Leadership has every intention of continuing faculty promotion funding;</b> and shares curiosity re: the instructor versus academic rank salary comparison differences. Research to understand this phenomenon is ongoing.</li> <li>• Leadership intends, pending enrollment and associated budget stabilization, to reinstate sabbatical funding, <b>implementation goal F2023.</b></li> <li>• Leadership has, and will continue to review workplace flexibility <b>considerations on a case-by-case basis.</b></li> <li>• <b>Leadership directs the Interim VPAA and eLearning staff to assess need and propose a plan to address unmet needs if identified.</b> Academic Affairs/eLearning to inform faculty and implement once approved</li> <li>• Under direction of the VPFA LC State undertook a regional cost comparison</li> </ul> |

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| <ul style="list-style-type: none"> <li>• Address internal issues re: FMLA &amp; course coverage</li> </ul>   | <p>analysis. This analysis revealed LC KCollege rates to, in effect, be discounted compared to area child care market rates. Again, under the VPFA’s leadership a CCampis federal grant was awarded to subsidize KCollege so that rates could remain affordable – note: this is not financially sustainable once the grant runs its course. Leadership has convened and directed a working group to address this via WFD grant application possibilities (Interim VPAA, VPFA, Dean and Assoc Dean CTE, Director WFT). <b>In sum, we already discount rates for KCollege and current pricing does not adequately accommodate expenses associated with licensure requirements, teacher-child ratios, etc.; which means a further discounted price cannot be considered.</b> We are actively seeking funds (e.g., the WFD grant opportunity) so that we can avoid raising KCollege rates.</p> <ul style="list-style-type: none"> <li>• Leadership directs the VPFA, Interim VPAA and HR Director to explore the issue and confirm current coverage options can meet needs (i.e., adjunct teaching). <b>Report due to Cabinet May 2022.</b></li> </ul> |
| <p><b>CRC Recommendations – Professional Staff</b></p> <ul style="list-style-type: none"> <li>• Workplace flexibility</li> <li>• Paygrade “K” minimum</li> <li>• Cont. 1 hr/week wellness time</li> <li>• Increase summer educational credit – allow for 2 classes</li> <li>• Create “ladder system” &amp; provide skills training for employees wishing to advance</li> </ul> | <p><b>Leadership’s Responses</b></p> <ul style="list-style-type: none"> <li>• Leadership has, and will continue to review workplace flexibility <b>considerations on a case-by-case basis.</b></li> <li>• <b>Paygrade adjustments will follow State DHR guidance.</b></li> <li>• <b>Leadership anticipates continuing wellness time, consistent with original intent</b> (e.g., fitness activities).</li> <li>• Leadership directs SR VP Hanson to work with the Interim VPAA and VPFA to model finances associated with this request and if modeling supports consideration, <b>present plan to the President by May 2022.</b></li> <li>• <b>This is already in place</b> - leadership has and will continue to support employee participation in Leadership LC Valley, LC State’s supervisory excellence program and the Idaho Division of Human Resources Supervisory Academy – each of which serve to support career ladder skills development.</li> </ul>   |

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| <ul style="list-style-type: none"> <li>• Provide 1X bonuses to recoup lost wages due to prior furloughs</li> <li>• 20 hrs pd time off to work at a charity/volunteer</li> <li>• Pd fitness memberships – local gyms</li> <li>• Free community programming if courses offered again</li> </ul>                   | <ul style="list-style-type: none"> <li>• <b>Not a consideration.</b></li> <li>• Not a consideration beyond what is already in practice - <b>Leadership plans to continue supporting employee reallocation of time, with supervisor approval, to “volunteer” during work hours in support of the NAIA World Series and Art Under the Elms (as two examples).</b></li> <li>• Not a consideration – While it is not uncommon at sister and comparator institutions to charge for campus fitness facility use, at this time, <b>employees have access to LC State fitness facilities at no charge.</b></li> <li>• <b>There are no plans to reinstate CAH community programming.</b> That unit was disbanded with prior budget cuts.</li> </ul>   |
| <p><b>CRC Recommendations – Classified Staff</b></p>  | <p><b>Leadership’s Responses</b></p>   |
| <ul style="list-style-type: none"> <li>• Hrly wage concerns – below market</li> <li>• Flexible work hours (flex hours)</li> <li>• Increase summer education credit to allow for 2 classes.</li> <li>• Access to Fitness Center during lunch &amp; holiday breaks or when classes are not in session.</li> </ul> | <ul style="list-style-type: none"> <li>• <b>Leadership has and will continue to work to address as funding allows.</b></li> <li>• <b>Leadership has, and will continue to review workplace flexibility considerations on a case-by-case basis.</b></li> <li>• Leadership directs SR VP Hanson to work with the Interim VPAA and VPFA to model finances associated with this request, and if modeling supports consideration, <b>present plan to the President by May 2022.</b></li> <li>• <b>LC State Fitness Center is already accessible to faculty, staff and students during lunch and holidays, etc., when classes are not in session. Closures associated with staffing shortages do occur and impact access for all uses. Unlike many institutions, LC State Fitness Center use is an employee benefit w/o charge.</b></li> </ul> |

## Outstanding 2021 CRC Recommendations

| CRC Report | Recommendation   | Outcome / Response – Leadership’s responses added  |
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| 2021       | <p>Support two (2) classes for employees during the summer session, up to seven (7) credits.</p> <p>Work with sister institutions to allow employees access to discounted graduate-level classes.</p>  | <p>President’s Response indicated “Hold for now” until summer session financial modeling was completed but also indicated reconsideration for possible implementation Summer 2022. <b>The CRC committee requests this continue to be considered/implemented. See above – Sr. VP Hanson to explore and work with VPAA and VPFA on associated financial modeling – summer session courses must be cost neutral.</b></p> <p>President’s Response indicated “Administration will continue to pursue possibilities.” <b>The CRC committee requests this continues to be considered/implemented. We continue to pursue this option with sister institutions. Campus community will be notified when and if efforts are successful.</b></p> |
| 2021       | <p>Negotiate an employee discount with Sodexo, similar to that currently offered by Follett.</p> <p>Consider a geographical pay differential for employees in higher cost-of-living areas.</p> <p>Attempt to keep professional staff pay grade K minimum when classified pay scale changes</p> | <p>President’s Response last year indicated “No action at this time.” The CRC committee does not recommend pursuing this further.</p> <p>President’s Response last year indicated “No action at this time.” The CRC committee does not recommend pursuing this further.</p> <p>President’s Response last year indicated “Recommendation may be supported pending CEC availability.” <b>The CRC committee requests this continue to be supported, if possible. President agrees and will continue efforts to support this recommendation pending CEC funding.</b></p>   |
| 2021       | Virtual meetings/remote learning spaces/ telecommuting/work hour and work place flexibility  | <p>President’s Response to many of these items was “Agree,” but noted that flexibility accommodations should be an exception, not a norm. (See discussion above, under constituent group concerns.) <b>CRC committee asks that the College continue to refine and evolve its flexible workplace policies to reflect the larger society’s. See above re: case-by-case basis considerations.</b></p>   |

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| 2021 | Parking permit rate reduction for employees | President’s Response last year indicated that the \$75 parking permit fee could not be “walked back.” <b>CRC committee requests that the College consider implementing a tiered parking fee structure that allows for lower-price permits in more remote locations. The current fee structure will remain in place. Future increases will take into consideration a tiered fee structure.</b> |
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In closing, I would like to reiterate my thanks and appreciation for the thoughtful work engaged by the Compensation Review Committee. The input and insights shared via this review and report are an important part of our collective considerations as we work together to move the college into the future.

Also of note are the January 27, 2022 PSO and CSO memos recommending expressing support for the idea of instituting regular meetings between employee group leaders (e.g., Faculty Senate, PSO, CSO). I concur with the sentiments expressed and the value-add in terms of increased communication, understanding and transparency. I encourage and support the idea of regular ongoing meetings among these employee groups.