



TO: President Cynthia Pemberton

FROM: Compensation Review Committee Members: Lauren Grijalva, Chair, Cindy Patterson, Brooke Hallman, Jenny Scott, Sue Hasbrouck, Vikki Swift-Raymond, Kristin Myers, Kalene Eilers

DATE: February 7, 2023

SUBJECT: Compensation Review Committee Report

The Compensation Review Committee (CRC) serves as a sounding board and communication conduit for considerations and initiatives related to compensation such as advocacy and monetary and non-monetary comparison. The CRC committee is charged with:

- Reviewing prior CRC reports, recommendations, and administrative responses;
- Reviewing the prior CRC committee’s compensation philosophy to reaffirm or suggest revisions appropriately;
- Reviewing the LC State strategic plan and compensation goals;
- Reviewing the annual compensation report from the State Division of Human Resources (DHR);
- Reviewing LC State’s annual employee compensation plan submitted to DFM/DHR;
- Providing administration with credible information to make our case with the State Legislature for CEC;
- Exploring other compensation and employee advocacy issues.

The CRC met three times (December 7, 2022, and January 11 and 26, 2023), and reviewed prior years’ initiatives, the State Division of Human Resource’s FY24 Change in Employee Compensation and Benefits report, and the prior year CRC committee recommendations for compensation philosophy. Additionally, we sought feedback regarding both monetary and non-monetary compensation from our respective constituent groups, consistent with prior committee reports. The following comments reflect the discussion and consensus of the group as it relates to specific compensation issues and initiatives.

The CRC was not charged with any focused initiatives for FY23.

General Charge

The committee reviewed prior CRC reports, recommendations, and administrative responses. Appendix C reflects a compilation of the remaining outstanding items from the FY22 report; Appendix D reflects closure of items from the FY22 report.

The committee also reviewed the FY24 DHR recommendations. For FY24, DHR recommends funding

a 4% merit-based increase for all permanent positions, with an additional 6% equity adjustment supplied to public safety positions. (It should be noted that the DHR recommendation advocates for an additional 4.5% merit-based increase in FY25, for a total CEC of 8.5% over the two-year period; however, legislative action for FY24 is restricted to the budget at hand.) The DHR recommendation was supported by the Governor in his FY24 recommended budget and adopted by the legislative CEC committee as their formal recommendation to JFAC. Obviously, the CRC committee supports any change in CEC ultimately approved by the Legislature and expresses appreciation for the funding provided by the FY23 CEC increase. The committee also reviewed the turnover statistics in the DHR report (tabled in Appendix B) and would simply note that our classified staff separation rates continue to remain above state average rates.

Information to Support Our Case with the State Legislature

Appendix B provides information in support of salary increases at the College. Table 2 indicates that faculty salaries comprise anywhere from 71% to 75% of the four-year Idaho institution average, instructor category notwithstanding. Table 1 suggests that, compared to our self-selected peer institutions, faculty salaries range anywhere from 92% to 95% of peer institution averages, instructor category notwithstanding. While salary comparisons do show general improvement over time, our turnover statistics do not. Table 3 provides documentation that college-wide turnover rates have increased across employee categories in each of the last three years, and the President herself has publicly indicated that about a third of our workforce has turned over since 2020. The DHR report statistics (which speak only to classified employees) are summarized in Table 4. These statistics continue to indicate that our classified staff turnover rate exceeds that of the rest of state government (32% at LC State, versus the state average of 22%).

Common Themes Among Constituent Groups

Three common themes emerged from this year's CRC discussions: 1) sustained salary increases; 2) addressing employee turnover; 3) providing adequate training for new employees. Given the current rate of inflation that the country is experiencing, salary increases are essential, not only to attract but also retain qualified employees. While the DHR and Governor's recommendations provide for CEC increases that would **over a two-year period** offset the current annual rate of inflation, the reality is that employees are feeling the impact of inflation now and are losing ground in their efforts to provide for their families. Lack of sustained salary increases contributes to a growing problem the College now faces, which is our high turnover rate. While HRS has taken steps to understand what is driving turnover at the College, we feel administration needs to make this an area of focus in the year ahead, so that we do not continue to lose valued employees. High turnover in turn leads to an additional problem: we now have a number of new employees (either new to the College, or new to their position) who need training in order to carry out their jobs. Constituent group surveys indicate the level of training we are currently providing may not be adequate, and it may be time to revisit how we formalize and institutionalize training opportunities not only for new employees, but also current employees. These suggestions will be outlined below with the constituent group requests.

Faculty Compensation Concerns/Requests

In addition to a CEC that helps offset inflation, addressing salary compression issues and fully funding promotions remain the highest priorities of faculty at the College. One effective mechanism for addressing salary compression is to continue to fund promotions, which both alleviates compression while also providing incentives for faculty to remain at the institution and advance in rank.

Other requests by faculty include:

- Institute a formal program of training for new faculty through the CTL that addresses job requirements (College policies and procedures related to teaching, advising and mentoring, service and leadership opportunities and responsibilities, and scholarly development).
- Continue to pursue reduced tuition/fees for LC State employees with specific Idaho sister institutions such as the UI, so that LC State employees can complete graduate education needed for advancement in rank. While current SBOE policy indicates that eligibility for employee/spouse/dependent fees is determined by each institution, this is a point of possible negotiation.
- Explore discounted fees for Aquatic Center Memberships outside currently-offered time frames (i.e., during summer); explore discounted ski passes with area ski resorts; provide family access to the fitness facility; pursue reduced admission for college employees to the World Series and conference tournaments.
- Designate an “awarded” parking spot similar to that currently provided to the “Tutor of the Month” outside the Library (for example, “Faculty of the Month” or “Staff Member of the Month”). Implement a tiered parking fee structure for adjuncts and other instructors who are not on campus full time (for example, NIC faculty or those teaching online courses only).

Professional Staff Compensation Concerns/Requests

Salary compression (among staff) and increased workplace flexibility (virtual work) were concerns also raised by professional staff. Specifically, increasing the flexibility to work from home (for positions that lend themselves to such circumstances) was cited as a significant non-monetary reward. Bringing exempt staff salaries up to the paygrade K minimum (whenever a statewide pay line adjustment is made that affects this minimum) remains a priority carryover item from last year (see Appendix C).

Other recommendations from PSO for compensation-related items included:

- Create an official on-boarding experience (for example, a PDT series) to help train professional staff in the daily tasks required for them to succeed in their positions (for example, College policies and procedures related to supervisory responsibilities, project management, F9 and Colleague functionalities, etc.);
- Increasing the summer educational credit to allow for two classes (see Appendix C—PSO acknowledges this will be piloted in Summer 2023, but wants to express that it remains priority);
- Some form of recognition for years of service;
- Continue to explore allowing time for off-campus volunteer opportunities, similar to the time allowed for volunteering at World Series and Arts Under Elms.

Classified Staff Compensation Concerns/Requests

Classified staff wages remain a concern. While classified staff pay is controlled by the state we should nonetheless look for ways to start employees at a higher step or advance classified employees up through their paygrade more rapidly. This would address our first common theme, sustained salaries. Hiring new employees at a higher rate of pay would help with employee retention, which is our second common theme amongst the constituent groups. Classified staff currently have the largest turnover rate of all employee categories at LC State (see Table 3), and we have a much higher turnover rate than the state average (see Table 4). With the high turnover rate, the workload left for other classified staff impacts the morale and efficiency of campus. Suggestions raised by CSO for compensation to help improve morale for new and existing employees and hopefully reduce the turnover rate, include:

- Create an official on-boarding experience (for example, a PDT series) to help train classified staff in the daily tasks required for them to succeed in their positions (for example, College policies and procedures related to processing requisitions, travel forms, purchasing, etc.);
- Increase the summer educational credit to allow for two classes (see Appendix C—CSO acknowledges this will be piloted in Summer 2023, but wants to express that it remains priority);
- Have HRS and the Coeur d’Alene Coordinator explore options for employee discounts in Coeur d’Alene, similar to those offered to Lewiston employees—for example, golf-course and potential ski resort discounts;
- Additional wellness program offerings for Coeur d’Alene employees, such as a live streaming option for the yoga PDT class.

Thank you for allowing the Compensation Review Committee to provide feedback.

Appendix A

Lewis-Clark State College Compensation Philosophy

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.

Appendix B
Analysis of Current Salary Comparison/Turnover Statistic Data

Table 1: Average Faculty Salaries by Rank, Relative to Peer Institution Average Salaries

Source: IPEDS Data Feedback Reports, 2017-2022

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Full Prof:						
LCSC	\$60,367	\$65,369	\$67,172	\$71,472	\$71,098	\$74,132
Peers	76,783	77,212	75,607	75,329	75,464	80,556
% of Peer	78.6%	84.7%	88.8%	94.9%	94.2%	92.0%
Assoc Prof:						
LCSC	\$54,752	\$56,361	\$58,741	\$60,647	\$59,784	\$63,193
Peers	63,348	63,548	63,092	65,376	64,355	66,334
% of Peer	86.4%	88.7%	93.1%	92.8%	92.9%	95.3%
Asst Prof:						
LCSC	\$47,318	\$48,376	\$49,639	\$50,658	\$49,972	\$52,740
Peers	55,500	55,562	54,298	56,460	57,126	55,679
% of Peer	85.3%	87.1%	91.4%	89.7%	87.5%	94.7%
Instructor:						
LCSC	\$43,763	\$45,001	\$45,408	\$46,226	\$46,116	\$47,631
Peers	45,562	46,509	44,653	44,165	44,901	47,781
% of Peer	96.1%	96.8%	101.7%	104.7%	102.7%	99.7%

This table was prepared using the readily-available self-reported IPEDS data that is summarized and published in the Data Feedback Report each year. The DFR automatically calculates and compares instructional salaries of full-time faculty (equated to 9-months) by rank for both LCSC and our comparison group median.

Compared to our self-selected institutional peers, LC State salaries are below those of our peer institutions in all ranks but one. However, there has been some improvement in our relative position, generally, and we would hope to see this trend continue.

Table 2: Average Faculty Salaries by Rank, Relative to Idaho University Average Salaries

Source: IPEDS Data Feedback Reports, 2017-2022

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Full Prof:						
LCSC	\$60,367	\$65,369	\$67,172	\$71,472	\$71,098	\$74,132
BSU	\$86,647	\$89,254	\$93,472	\$95,351	\$94,408	\$97,323
ISU	79,696	84,295	86,660	91,502	91,135	92,332
UI	101,508	102,909	106,272	111,262	110,539	112,339
Univ Avg	\$89,284	\$92,153	\$95,468	\$99,372	\$98,694	\$100,665
<i>% of U Avg</i>	67.6%	70.9%	70.4%	71.9%	72.0%	73.6%
Assoc Prof:						
LCSC	\$54,752	\$56,361	\$58,741	\$60,647	\$59,784	\$63,193
BSU	\$70,595	\$74,004	\$77,493	\$80,250	\$81,066	\$85,116
ISU	69,285	73,151	73,338	74,957	75,983	77,676
UI	78,448	80,361	82,857	87,126	85,899	89,048
Univ Avg	\$72,776	\$75,839	\$77,896	\$80,778	\$80,983	\$83,947
<i>% of U Avg</i>	75.2%	74.3%	75.4%	75.1%	73.8%	75.3%
Asst Prof:						
LCSC	\$47,318	\$48,376	\$49,639	\$50,658	\$49,972	\$52,740
BSU	\$66,489	\$69,262	\$73,159	\$73,930	\$73,881	\$77,102
ISU	60,111	63,058	65,522	67,601	67,468	70,857
UI	68,955	71,657	74,162	74,277	76,647	75,061
Univ Avg	\$65,185	\$67,992	\$70,948	\$71,936	\$72,665	\$74,340
<i>% of U Avg</i>	72.6%	71.1%	70.0%	70.4%	68.8%	70.9%
Instructor:						
LCSC	\$43,763	\$45,001	\$45,408	\$46,226	\$46,116	\$47,631
BSU	\$49,509	\$50,926	\$37,996	\$38,906	\$39,540	\$43,097
ISU	43,249	46,570	47,603	49,880	51,124	53,230
UI	46,507	49,131	53,936	56,050	55,465	56,089
Univ Avg	\$46,422	\$48,876	\$46,512	\$48,279	\$48,710	\$50,805
<i>% of U Avg</i>	94.3%	92.1%	97.6%	95.7%	94.7%	93.8%

Table 3: Three-Year History of LC State's Annual Turnover Statistics

Source: LC State HRS Office

Fiscal Year 2020

Employee Classification	Total Employees	Turnover	Turnover Percentage
Faculty	177	11	6%
Professional Staff	152	22	14%
Classified Staff	112	32	29%
Totals	441	65	15%

Faculty: Retired (5), Resigned for unknown reasons (3), Relocated (2)

Professional: Laid off due to budget issues (10), Retired (5)

Classified: Retired (7), Left for higher paying position (5), Laid off due to budget issues (5)

Summary: 17 out of 65 employees (26%) left due to retirement. 15 out of 65 (23%) were laid off due to budgetary issues in FY20.

Fiscal Year 2021

Employee Classification	Total Employees	Turnover	Turnover Percentage
Faculty	169	17	10%
Professional Staff	150	30	20%
Classified Staff	90	26	29%
Totals	409	73	18%

Faculty: Retired (10), Lay off due to budget issues (6)

Professional Staff: Left for higher paying position (10), Personnel issues within dept. (5), Retired (4)

Classified Staff: Left for higher paying position (7), Left for other employment (4)

Summary: 17 out of 73 employees (23% of employees) left for higher-paying positions in FY21.

Fiscal Year 2022

Employee Classification	Total Employees	Turnover	Turnover Percentage
Faculty	159	21	13%
Professional Staff	157	32	20%
Classified Staff	74	24	32%
Totals	390	77	20%

Faculty: Retire (12), Left for higher paying position (2), Resigned in lieu of termination (1)

Professional Staff: Left for higher paying position (6), Left for other employment (2), Retired (5), Relocated to be near family (2), Needed better work/life balance (3)

Classified Staff: Left for higher paying position (4), Retired (2)/ Better work/life balance (1), Left for other employment (6)

Summary: 12 out of 77 employees (16% of employees) left for a higher-paying position in FY22.

Table 4. Classified Staff Separations by Type

Source: FY24 Change in Employee Compensation & Benefits Report (DHR) Appendices

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Total						
LCSC Rate	20%	22%	13%	22%	32%	32%
State Avg Rate	15%	15%	15%	15%	19%	22%
Voluntary						
LCSC Rate	13%	11%	9%	12%	17%	24%
State Avg Rate	7%	8%	8%	8%	11%	12%
Involuntary						
LCSC	2%	10%	3%	4%	11%	6%
State Avg Rate	5%	4%	4%	4%	5%	5%
Retirement						
LCSC	5%	2%	1%	6%	4%	2%
State Avg Rate	3%	3%	3%	3%	3%	4%

Appendix C
Outstanding CRC Recommendations

Recommendation	Outcome / Response
<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. The CRC committee requests this continue to be considered/implemented. (President’s Response indicated pilot in Summer 2023)</p> <p>President’s Response indicated “Administration will continue to pursue possibilities.” The CRC committee requests this continues to be considered/implemented. (President’s Response indicated this is ongoing)</p> <p>FY23 CRC requests this continues to be considered/implemented.</p>
<p>Attempt to keep professional staff pay grade K minimum when classified pay scale changes</p>	<p>President’s Response last year indicated “Recommendation may be supported pending CEC availability.” The CRC committee requests this continue to be supported, if possible. (President’s Response indicated this is ongoing)</p> <p>FY23 CRC requests this continues to be supported, if possible.</p>
<p>Charge: Reviewing the CRC compensation philosophy that years of service be used instead of years in current position in determining compensation inequities. 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>Leadership will charge the Executive Cabinet with developing a hybrid consideration model – and review options over the summer 2022. In Progress...</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>FY23 CRC requests this continues to be supported, if possible.</p>
<p>Sustain salary increases: “...appreciate the efforts made to secure last year’s CEC increases from the State.”</p>	<p>Leadership is committed to ongoing CEC implementation and salary support advocacy with the State. Ongoing...</p> <p>FY23 CRC requests this continues to be supported, if possible.</p>
<p>Continue to fund faculty promotions.</p>	<p>Leadership has every intention of continuing faculty promotion funding; and shares curiosity re: the instructor versus academic rank salary comparison differences. Research to understand this phenomenon is Ongoing.</p> <p>FY23 CRC requests this continues to be supported, if possible.</p>

Appendix D
Closed Recommendations

Recommendation	Outcome / Response
Reinstate funding for sabbaticals.	Leadership intends, pending enrollment and associated budget stabilization, to reinstate sabbatical funding, implementation goal F2023. Provost leading sabbatical proposal process and outcomes considerations. Sabbaticals reinstated FA23; RRF to restore funding submitted to Academic Affairs for consideration in FY24 budget process.
Expanded childcare benefits – discounted KCollege (e.g.)	Under direction of the VPFA LC State undertook a regional cost comparison analysis. This analysis revealed LC KCollege rates to in effect be discounted compared to area childcare 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 VP AA, VPFA, Dean and Assoc Dean CTE, Director WFT). 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. We are actively seeking funds (e.g., the WFD grant opportunity) so that we can avoid raising KCollege rates. FY23 CRC considers this matter closed.
Create “ladder system” & provide skills training for employees wishing to advance	This is already in place - 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. FY23 CRC considers this matter closed, the request for additional training notwithstanding.
Provide 1X bonuses to recoup lost wages due to prior furloughs	Not a consideration. FY23 CRC considers this matter closed.
20 hrs pd time off to work at a charity/volunteer	Not a consideration beyond what is already in practice - 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). FY23 CRC considers this matter closed.
Pd fitness memberships – local gyms	Not a consideration – While it is not uncommon at sister and comparator institutions to charge for campus fitness facility use, at this time, employees have access to LC State fitness facilities at no Charge. FY23 CRC considers this matter closed.
Free community programming if courses offered again	There are no plans to reinstate CAH community programming. That unit was disbanded with prior budget cuts. FY23 CRC considers this matter closed.

Virtual meetings/remote learning spaces/ telecommuting/work hour and workplace flexibility	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.) CRC committee asks that the College continue to refine and evolve its flexible workplace policies to reflect the larger society’s. (<u>President’s Response: ongoing</u>) FY23 CRC considers this matter closed.
Parking permit rate reduction for employees	President’s Response last year indicated that the \$75 parking permit fee could not be “walked back.” CRC committee requests that the College consider implementing a tiered parking fee structure that allows for lower price permits in more remote locations. (<u>President’s response indicated future increases will take tiered structure into consideration</u>) FY23 CRC does not recommend pursuing this further.
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...”	Leadership has, and will continue to review workplace flexibility considerations on a case-by-case basis. Ongoing... FY23 CRC considers this matter closed.
More help with online course development.	Leadership directs the Interim VPAA and elearning staff to assess need and propose a plan to address unmet needs if identified. Academic Affairs/elearning to inform faculty and implement once approved. Ongoing... Leadership has, and will continue to review workplace flexibility considerations on a case-by-case basis. Ongoing... FY23 CRC considers this matter closed, the request for additional training notwithstanding.
Address internal issues re: FMLA & course coverage	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). Report due to Cabinet May 2022. workplace flexibility considerations on a case-by-case basis. Ongoing... FY23 CRC considers this matter closed.
Cont. 1 hr/week wellness time	Leadership anticipates continuing wellness time, consistent with original intent (e.g., fitness activities). Ongoing... case-by-case basis. Ongoing... FY23 CRC considers this matter closed.
Hrly wage concerns – below market	Leadership has and will continue to work to address as funding allows. Ongoing... case-by-case basis. Ongoing... FY23 CRC considers this matter closed.