

## Compensation Review Committee



DATE: February 27, 2018  
TO: President J. Anthony Fernández  
FROM: Allen Schmoock, Chairperson

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On December 8, 2017, you convened the Compensation Review Committee (CRC) and charged it with developing recommendations for both financial and non-monetary adjustments to total compensation for academic year 2018-19. You introduced a new version of Presidential Program Guidance PG-18-09 ([Appendix A](#)) that updated the role of the CRC, extended its lifecycle, and requested a sequence of committee participation. In the near term, you requested an analysis of December-through-February inputs from the State of Idaho, distilled with opinions provided by campus employees. This report will provide LCSC's administration with input for shaping the Idaho Legislature's final appropriation for Change in Employee Compensation (CEC). Beyond the committee's February report, you asked that the CRC continues to collaborate with the Vice President for Finance & Administration and the Director of Human Resource Services, as they develop LCSC's long-term compensation philosophy.

Since December the CRC has reviewed the Idaho Division of Human Resources *FY 2019 Change in Employee Compensation & Benefits Report*. Dealing primarily with the state's classified employees, the report indicated that Idaho's "current policy rates are no longer at market average, but are 9.9% below the public sector and 20% below the private sector market average." The report continues its critique: "Idaho's compa-ratio provides an outdated comparison to other state jobs, not an external comparison in the market." The report put an exclamation point on its critique by noting that the state's employee-exit survey asked "Why did you leave state employment?" Forty five percent of respondents said "pay."

The CRC also reviewed Governor Otter's January 8<sup>th</sup> *State of the State* address, where he said his "Executive Budget for fiscal 2019 includes a 3-percent pay increase for the men and women who make our State Government one of the best run in America."

Most importantly, the CRC asked LCSC's employees to provide unfiltered responses to a number of questions related to compensation. 200 replied. Beyond any particular suggestion or opinion, the volume of response reveals a workforce that is engaged in employment issues and concerned about its compensation.

In closing, the 2018 CRC is delivering its report during a year that includes transition as well as celebration. Idaho will elect a new governor, and – as a successor to your leadership – LCSC will greet a new president. The college's year-long quasiquintennial festivities remind employees that we are a part of something larger than this year's budget considerations, an institution with an evolving mission and a longstanding impact that have changed thousands of lives during the past 125 years.

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Committee members: Amanda Van Lanen, Carrie Kyser, Kim Vogel, Jenni Light, Vikki Swift-Raymond, Charlette Kremer, Julie Crea, Cindy Patterson

## **Previous Year (2017) Compensation Review Committee**

Last year's CRC submitted its report to LCSC's administration on April 3, 2017. The report had 28 recommendations, ranging from broad campus-wide suggestions to narrowly defined requests. [Appendix B](#) breaks down the 28 recommendations, and the annotations provide the Administration's response to each request. In some cases, there was a clarification of law. In other cases there was a description of constraints resulting from state policy. One request was already in place.

Beyond these examples, LCSC's Administration responded favorably to five requests requiring financial resources, and several others that dealt with policy changes or clarifications.

Appendix B provides evidence that LCSC's Administration listens to its employees through the voice of the Compensation Review Committee, and the responses provide hope that future versions of the CRC will enjoy the same level of executive engagement.

## **2018 CRC Employee Questionnaire**

On December 15, 2017, the CRC finalized a questionnaire and posted it to the CRC website. An email invitation was sent to PSO, CSO, and FAC via each group's normal communication channels. Additional reminders followed after the New Year, and on January 16 the Director of College Communication sent an all-campus reminder. The questionnaire closed on January 19, after 200 employees had submitted their opinions.

The questionnaire consisted of six questions, with unlimited space available for unstructured responses. The qualitative nature of the questionnaire gave a powerful and unfettered voice to employees. The CRC analyzed the responses and found common themes among the 200 responses, using a summary method suggested by LCSC's Director of Institutional Research & Effectiveness.

Questions:

1. What is your perception (e.g. fair, unfair, good, bad) of pay and benefits at LCSC versus other organizations in the area? Versus other colleges of a similar size? ([Appendix D](#))
2. "Compression" is when, for example, someone works at LCSC for ten years and gets the raises that the state prescribes and then a comparable employee starts work for more money because of market forces. What should LCSC do about compression? ([Appendix E](#))
3. LCSC has non-monetary benefits such as tuition waivers, a free workout facility, and downloadable software. How important are these benefits to you? ([Appendix F](#))
4. What are your ideas for additional non-monetary benefits? ([Appendix G](#))
5. If the 2018 legislature approves funding for raises, what is your recommendation (e.g. philosophy, priority, directions) for distributing those funds among employees? ([Appendix H](#))
6. Use this box to supply any additional data, references, information, or comments related to compensation. ([Appendix I](#))

## 2018 CRC Recommendations

1. The college should fully fund faculty promotions and should continue its past practice of using institutional resources to cover the cost of those promotions.
2. Questionnaire responses indicated that a remedy for “compression” is the highest priority. [Appendix E](#) provides several suggestions for a remedy. Regardless of how the college elects to deal with the issue, the request from employees is simple: address current examples of compression and provide a sustainable approach to future occurrences. Two suggestions to highlight:
  - a. Re-evaluate job descriptions to ensure they reflect the work that is actually expected of the employee.
  - b. Implement a market-based compensation plan that, by its nature, provides a remedy for employees with compressed wages.
3. A majority of all employees have a negative perception of compensation, with the faculty expressing the greatest dissatisfaction ([Appendix D](#)).
  - a. The 2018 IPEDS report supports this negative perception with new data, showing LCSC has significantly lower compensation than its sixteen comparison institutions ([Appendix C](#)).
  - b. The state of Idaho’s classified ranges increased three percent, which means that a three percent CEC raise moves the LCSC employee no further along in the position’s range.

The CRC recognizes that the state’s annual allocation of one, two, or three percent is not going to make a difference with compensation’s structural problem. A remedy will require re-allocating existing resources (*prioritization*), or generating new revenue (*enrollment*). In the August 2015 all-campus meeting, President Fernández reported on recommendations provided by consultant Ruffalo Noel-Levitz, showing that \$4 million of additional revenue would be required to reach compensation equity with LCSC’s peers. He challenged the campus to increase FTE by 1,000 students. The 2018 CRC is not in a position to make policy or write strategy. However, the committee has provided evidence that employees are dissatisfied with current compensation, and urges the administration to include a structural remedy in its long-term planning. The CRC is ready to support this action, and believes the campus can be challenged in specific ways to assist with the effort. If enrollment gains represent the best approach, provide specific goals and use all employees as ambassadors and recruiters.

4. According to the U.S. Government Federal Register, the 2018 Health & Human Services Poverty Guidelines list the poverty threshold for a family of three as \$20,780 per year, and for a family of four it is \$25,100. The state of Washington’s 2018 minimum wage is \$23,920 per year. The CRC supports LCSC’s efforts to create a college minimum wage, whether done as a principled action to provide a livable wage, or done to compete with employment opportunities in Clarkston. The administration should consider using a portion of the state’s 2018 allocation to establish a baseline salary for college employment.

5. Questionnaire results show that employees do **not** want non-compensation benefits to be a substitute for structural changes to compensation. With that said, a majority of employees appreciate and enjoy campus incentives ([Appendix F](#)). The CRC recognizes that new ideas for non-compensation benefit are not the same as free benefits. In some cases the college might incur lost productivity (e.g. time off for volunteering or for a wellness class), lost revenue (parking), or opportunity cost (bring a guest to the workout center). Therefore the CRC is volunteering its time to work with campus financial experts to determine the cost of particular suggestions and deliver those data to the cabinet. The following employee recommendations from [Appendix G](#) highlight either the rethinking of current non-compensation benefits, or additional incentives that fit the current environment.
  - a. Allow two children to have the dependent benefit for LCSC tuition at the same time.
  - b. Allow a guest to use the gym if accompanied by a valid LCSC activity card holder.
  - c. For employees celebrating a 5, 10, 15, 20, or 25 year work anniversary, award a free parking pass for one year and/or some type of LCSC apparel.
  - d. Close campus during the July 4<sup>th</sup> holiday week.
  - e. Provide subsidized child care on campus.
  - f. Work with the University of Idaho to allow distance learning for advanced degrees at discounted rates for employees and spouses.
  - g. Provide time off for volunteering for civic events other than the NAIA World Series and Art Under the Elms.
  - h. As a wellness benefit, allow employees extra time for working out or attending wellness classes.
  - i. Extend fitness center hours during breaks and summers.

## **2018 Next Step**

With this report the 2018 CRC satisfies the first phase of President Fernández' charge, as articulated in the new PG-18-09 ([Appendix A](#)). The committee stands ready to assume the second part of the PG. Vice President Kilburn and HRS Director Swift-Raymond are currently developing LCSC's compensation "philosophy," and the CRC can be used for input, brainstorming, as a sounding board, or as a communication conduit to the three employee groups.

## **Appendix A: Presidential Program Guidance (PG) Initiatives FY2018 (AY2017-2018)**

### **PG-18-09: Faculty and Staff Compensation**

**OPR: Vice President for Finance and Administration (VPFA)** – Develop a philosophy that documents Lewis-Clark State College’s position about employee compensation, and work with constituents to deploy multi-year compensation objectives that reflect the mission and strategy of the college.

**LCSC Strategic Plan Goal(s)/Objective(s) supported by this PG:** Goal 1 (“sustain excellence in teaching and learning”); Objective 1E (“recruit/retain highly qualified faculty/staff”).

**Guidance:** The Office of the VPFA will review the employment environment in the region, as well as within comparison institutions of higher education. Using State-of-Idaho guidelines along with best practices associated with modern compensation principles, LCSC’s compensation philosophy will:

- Identify the college’s pay programs and total reward strategy.
- Identify how remuneration supports the college’s strategy, competitive outlook, and operating objectives.
- Attract qualified people to join the college.
- Motivate employees to perform at their highest level.
- Retain employees – especially those in niche skill sets and/or programs prioritized in LCSC’s strategic documents.
- Define LCSC’s competitive market position in relation to base pay, position in range, and a package of benefits.

The Office of the VPFA will develop the compensation plan with input and collaboration provided by a permanent Compensation Review Committee (CRC). The CRC will consist of representatives from each employee group, and other members appointed by the President. The committee will serve as a sounding board and communication vehicle for initiatives related to compensation. Due to the steep learning curve, committee membership will last two years, with one-half the committee replaced each year.

#### **Part 1: Analysis of annual compensation reports/plans/data, and preliminary report to the President.**

The CRC will review key reference materials to explore options and develop recommendations to the President on a holistic approach to compensation issues. Specific materials to be reviewed include the following:

- Division of Human Resources (DHR) annual report to the Governor on State Employee Compensation & Benefits. This report, mandated by statute (Idaho Code 67-5309C), is submitted to the Governor and to Legislative Services on or about December 1<sup>st</sup> each year to support policy-makers’ decisions on compensation matters (salary/benefits).
- LCSC’s annual compensation plan for the current fiscal year. Each State agency is required to provide a compensation plan to the Division of Financial Management (DFM) which describes the allocation of “Change in Employee Compensation” (CEC) dollars within the agency for the upcoming year.

- The current employee benefits package/policy promulgated by the DFM at the close of the previous year’s legislative session.
- Average Salaries for LCSC employees vis-à-vis employees at similar institutions. Reference materials for comparison include:
  - Average Salaries by rank (e.g., assistant, associate, and full professor), at State Board-approved peer institutions.
  - Average Salaries for similar job descriptions for exempt (“professional”) staff from the annual CUPA-HR salary surveys
  - Average Salaries for LCSC classified staff compared to State pay grade (“Hay”) tables showing minimum, midpoint, and maximum pay points for each grade.
- Upon receipt, the Governor’s CEC recommendation for the upcoming fiscal year (FY2018) [normally released in the Governor’s “State-of-the-State/Budget” address to the Legislature at the opening of the legislative session each January].
- Upon receipt, the final CEC appropriation bill passed by the Legislature/Governor at the end of the 2018 legislative session (typically in April).
- Upon receipt, the Office of Group Insurance (OGI)-DFM benefits summary which is promulgated at the end of the legislative session for the upcoming (FY2017) year.

Timing (Part 1): The CRC should complete its initial analysis of the available information, above, in time to present an interim report to the President and VPFA by February 2018, on key points on monetary and non-monetary compensation issues that should be considered for inclusion in LCSC’s testimony to State policy-makers during the 2018 Legislative session.

Part 2: Recommendations on Compensation Philosophy to the President. The Office of the VPFA will develop a long-range Compensation Plan, per the PG Guidance earlier in this document. The Office of the VPFA will use the CRC to evaluate the proposed Compensation Plan against the following guidelines:

- Is the plan equitable?
- Is the plan perceived by employees as “fair”?
- Does the plan meet the standards for federal and state legality, as well as State-of-Idaho and State Board of Education guidelines related to compensation?
- Is the plan fiscally sustainable?
- Does the plan keep LCSC competitive in relevant employment markets?
- Can the philosophy and operational objectives be communicated clearly to campus constituents?

Timing: VPFA’s report/recommendations due to President by April 30, 2018.

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## Appendix B: Review of Requests in Previous Year (April 2017) CRC Report

	<b>Request</b>	<b>Response (source)</b>
<b>Campus wide</b>	CRC recommends that the college allocate as much funding as possible for equity adjustments for faculty and staff. The committee would propose that such adjustments address seniority-related disparities as well as inequities among employees in different job classifications.	Under consideration in current compa-ratio adjustment. (VPFA)
<b>Faculty</b>	The college should fully fund faculty promotions and should continue its past practice of using institutional resources to cover the cost of those promotions	Occurred this year. (VPFA)
	The amount of the raise associated with promotion from assistant to associate professor should be increased from \$5500 to \$6000.	Complete. Full amount. (Budget Director)
	The amount of the raise associated with promotion from associate to full professor should be increased from \$8000 to \$9500	Complete. Full amount. (BD)
	The base salary for all full professors should be increased by \$1,000 in order to address compression	Increased some professors, as not all were out of alignment. (Provost)
	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 budgeted amounts	Considered, but not funded. (Provost)
	It would be beneficial if faculty members had the option – with appropriate authorization -- 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.	Academic Programs has always had the option for 3/5 and 5/3. (Provost)
	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.	Now offering 4 mini-sabbaticals. Two were offered in previous years. (Provost)
	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.	We could accommodate an award like this. (Provost, HRS)
<b>Staff</b>	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	No specific plan in place. (HRS)
	Campus departments should make it a standard practice to promote classified staff from within and to give commensurate pay increases as responsibility grows with time.	No specific plan in place, although state PDQ responds to job growth. (HRS)
	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.	Considered, but no plan in place. (HRS)



	The college should encourage Idaho lawmakers to change state policy to allow for Annual Cost of Living Adjustments (COLA). Salaries have not kept pace with the cost of living because of the absence of COLAs. Therefore, employees are making less, relatively speaking, than they were previously.	State tells college what is going to occur with compensation. "Merit" has replaced COLA. (HRS)
	All classified positions should be fully funded with state appropriated funds.	No plan considered. (HRS)
	Starting salaries should be increased to be competitive with other regional employers.	HRS compensation plan being developed. (HRS)
	The college should continue to pay, in full, the increase in costs associated with all fringe benefits -- including medical insurance.	Part of state appropriation for current year. (DHR)
	Salaries for college 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.	HRS compensation plan being considered. (HRS)
	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.	HRS compensation plan being considered. (HRS)
<b>Non-monetary</b>	Employees should be provided with one paid, day-of-choice holiday per fiscal year.	No plan considered because of state policy. (HRS)
	Employees should be allowed a certain amount of time each month for doctor's visits.	No plan considered because of state policy. (HRS)
	College's leadership to explore adding an additional Monday holiday in the fall semester.	No plan considered because of state law. (HRS)
	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.	Currently approved for World Series and Dogwood Festival. (HRS)
	Faculty and staff should be able to access to the Fitness Center during holiday campus closures (such as during Winter Break).	Complete. (HRS)
	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.	Already exists for most sporting events and Fitness Center. (HRS) Depends on each event. (ASLCSC)
	The CRC recommends that the college's leadership provide feedback on the recommendations the committee submits.	Will occur.
	The CRC believes that faculty and staff members other than Division Chairs and the Library Director should be afforded the opportunity to chair the CRC.	Complete.
	The CRC suggests 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.	BD recommends report completed by mid-February.

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## Appendix C: Environmental Scan

From December 2016 to December 2017, the Consumer Price Index rose 2.1 percent, the same percentage as the previous year.<sup>1</sup>

The U.S. unemployment rate was 4.1% in January 2018.<sup>2</sup> Idaho's unemployment rate in December 2017 was 2.9 percent.<sup>3</sup>

Idaho's classified employment "policy rates are no longer at the market average, but are 9.9% below the public sector and 20% below the private sector market average."<sup>4</sup>

Thirty-eight (38) employees left LCSC voluntarily during calendar 2017. In their exit interviews, twelve (12) indicated that "compensation" was the contributing or main factor for leaving. (LCSC HRS)

The total workforce of the State of Idaho reflects 32.04% Baby Boomers (born 1947-1964) and 30.62% Millennials (born 1980-2000).<sup>5</sup>

At Lewis-Clark State College there are 83 employees older than 60 years of age. (LCSC HRS)

During 2017 LCSC had fifty-eight (58) successful job searches. Eight (8) of those successful searches included at least one failed search. One search was cancelled. (LCSC HRS)

The 2018 Idaho Legislature's Joint Finance –Appropriations Committee (JFAC) accepted the Economic Outlook Panel's projection of 5.3% additional state tax revenue for fiscal year 2019.<sup>6</sup>

The 2018 Idaho Legislature's JFAC agreed to accept the report from the Joint Change in Employee Compensation Committee recommending that all state employees should receive merit raises averaging 3 percent, but rejecting the use of reserves for a health insurance holiday.<sup>7</sup>

Idaho's 2018 minimum wage is \$7.25/hour, \$290/week, and \$15,080/year. The state of Washington's 2018 minimum wage is \$11.50; \$460; and \$23,920.<sup>8</sup>

LCSC has 123 CSO employees, and 113 of those are below the compa-ratio. LCSC has 161 PSO employees with comparable position descriptions, and 124 are below the compa-ratio. Out of 182 faculty, 151 are below the compa-ratio. (LCSC HRS)

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<sup>1</sup> Bureau of Labor Statistics. <https://www.bls.gov/opub/ted/2018/consumer-price-index-2017-in-review.htm>

<sup>2</sup> Bureau of Labor Statistics. <https://www.bls.gov/news.release/empsit.nr0.htm>

<sup>3</sup> Bureau of Labor Statistics. <https://www.bls.gov/regions/west/idaho.htm>

<sup>4</sup> Idaho DHR Report to the Governor *FY 2019 Change in Employee Compensation & Benefits Report*, pg. 8

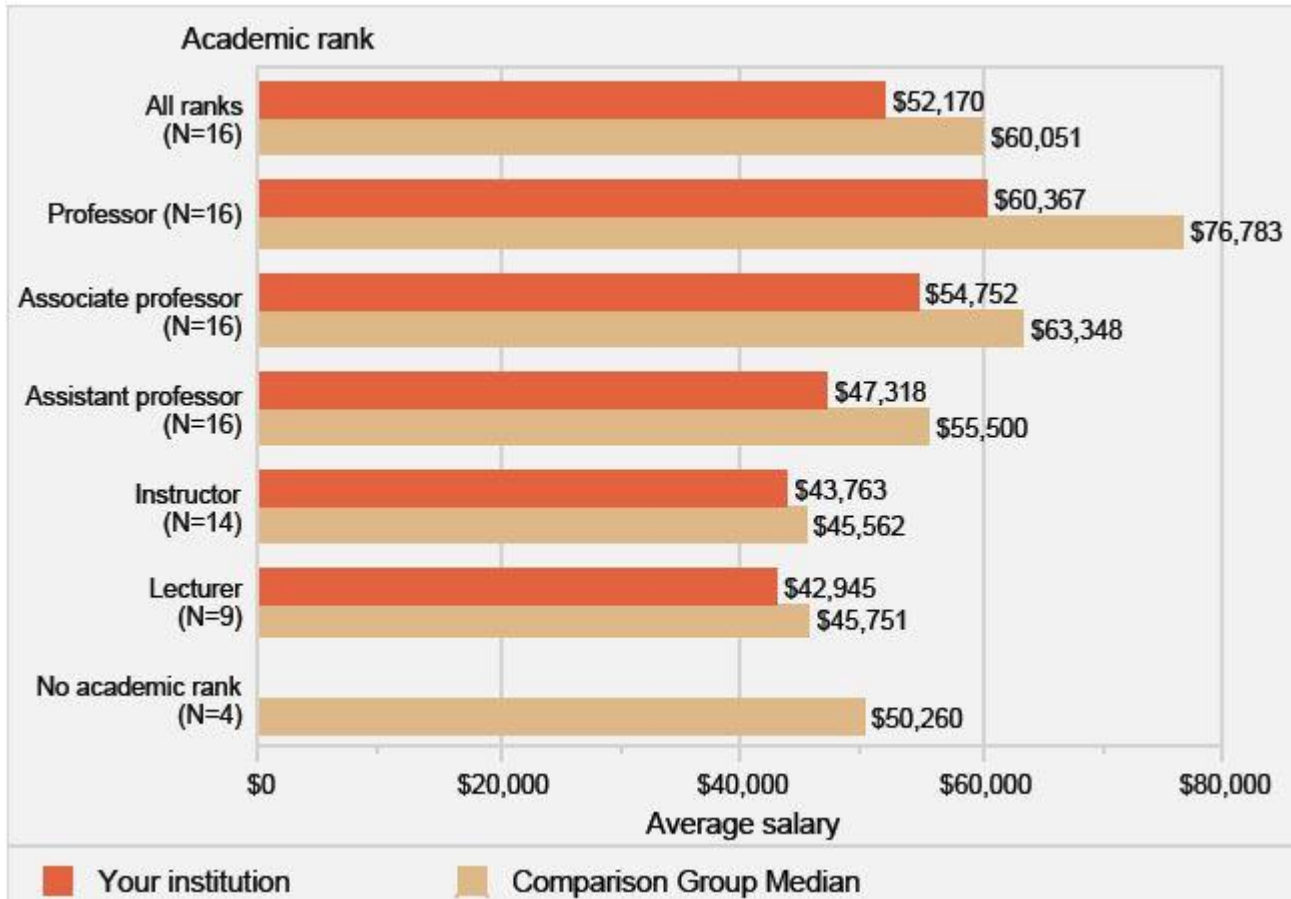
<sup>5</sup> DHR Report, pg. 16

<sup>6</sup> The *Spokesman-Review*, January 19, 2018, <http://www.spokesman.com/blogs/boise/2018/jan/19/jfac-accepts-economic-outlook-panels-report-which-projects-53-growth-state-general-fund-revenues-next-year/>

<sup>7</sup> The *Spokesman-Review*, January 23, 2018 <http://www.spokesman.com/blogs/boise/2018/jan/23/budget-panel-adopts-report-ccc-committee-state-pay-benefits/>

<sup>8</sup> Minimum-Wage.org <https://www.minimum-wage.org/>

For academic year 2016-17, the average salaries of full-time instructional staff equated to 9-months worked, by academic rank (LCSC in orange, 16 comparison institutions chosen by LCSC in tan).<sup>9</sup>



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<sup>9</sup> National Center for Education Statistics *Integrated Postsecondary Education Data System (IPEDS)* “Data Feedback report 2017,” page 9.

## Appendix D: CRC Campus Questionnaire, Question 1 Summary

**Question 1** What is your perception (*e.g. fair, unfair, good, bad*) of pay and benefits at LCSC versus other organizations in the area? Versus other colleges of a similar size?

### *CSO*

**Pay is:**

<b>Unfair 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5. Fair</b>
70.21%	0.00%	8.51%	8.51%	12.77%
<b>Low 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5 High</b>
80.00%	6.67%	8.89%	4.44%	0.00%

**Benefits are:**

<b>Bad 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5 Good</b>
4.17%	16.67%	16.67%	8.33%	54.17%

### *PSO*

**Pay is:**

<b>Unfair 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5. Fair</b>
60.00%	11.67%	13.33%	6.67%	8.33%
<b>Low 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5 High</b>
68.42%	12.28%	14.04%	3.51%	1.75%

**Benefits are:**

<b>Bad 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5 Good</b>
0.00%	25.00%	10.71%	0.00%	64.29%

### *Faculty*

**Pay is:**

<b>Unfair 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5. Fair</b>
88.16%	6.58%	1.32%	1.32%	2.63%
<b>Low 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5 High</b>
89.04%	8.22%	1.37%	0.00%	1.37%

**Benefits are:**

<b>Bad 1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5 Good</b>
10.71%	21.43%	14.29%	3.57%	50.00%

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## Appendix E: CRC Campus Questionnaire, Question 2 Summary

"Compression" is when, for example, someone works at LCSC for ten years and gets the raises that the state prescribes, and then a comparable employee starts work for more money because of market forces. What should LCSC do about compression?

	<b>CSO – 57 total</b>	<b>PSO – 64 total</b>	<b>FAC – 79 total</b>
Bring existing employees to market salary	35	30	48
Existing employees should make more than new employees	21	32	20
Do nothing/Nothing to do/Blank	7	3	6

All three employee groups pointed out that bringing employees to market rate and making sure existing employees are paid more than new employees go hand in hand. Market pressures often dictate that new employees are hired at higher wages, but that penalizes those who have been loyal employees. When new hires are made, existing employees should, at minimum, be raised to the level of the new employee.

Comments in all three groups focused on the need to address compression to retain long-term, qualified employees. Several argued that it would be more cost effective to adequately compensate existing employees than to hire new untrained and unproven employees.

Loyalty was a theme expressed by all three groups. The general consensus was that those who have been at LCSC the longest need to receive longevity bonuses/raises and have their compression issues addressed first.

Several respondents also mentioned the need for cost of living raises. Lewiston's cost of living is not significantly different from cities like Boise, Spokane, and Salt Lake City. While these cities have a lower cost of living than the national average, rising costs are still a concern.

### CSO Suggested Solutions:

- Address issues of fairness. For example, some employees feel there is favoritism in determining who gets raises. Others cited different pay scales for the same position depending on the department.
- Promote from within and reevaluate job descriptions to address compression.

**PSO Suggested Solutions:**

- Increase student fees, use reserves, and use foundation funds to address compression.
- Evaluate all positions to ensure that job descriptions match job being performed. In some cases, job descriptions are not an accurate reflection of the work employees are doing.
- Possibly implement a maximum percentage that supervisors can make over employees.
- Create a long-term plan to address compression.
- Implement a market-based compression plan similar to U of I.

**Faculty Suggested Solutions:**

- Increase tuition and use funds to address compression.
- Increase tenure and promotion raises.
- Don't hire new employees unless salaries of existing employees can be raised.

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## Appendix F : CRC Campus Questionnaire, Question 3 Summary

**LCSC has non-monetary benefits such as tuition waivers a free workout facility and downloadable software. How important are these benefits to you?**

### **CLASSIFIED**

34 Classified Staff Responded

- 1 said not applicable
- 12 said they are not relevant/important
- 21 said they are relevant to them
  - Most use the tuition waiver
  - Many of them like the software and fitness center benefit
- 4 of the 34 respondents would like to see a wage increase

### **PROFESSIONAL**

40 Professional Staff Responded

- 1 said not applicable
- 9 said they are not relevant/important
- 30 said they are relevant to them
  - Most use the tuition waiver
  - Many of them like the software and fitness center benefit
    - There were several comments about being housed off the main LCSC campus and not able to use the benefits of the fitness center or the wellness benefits.
- 7 of the 40 respondents would prefer to see a wage increase

### **FACULTY**

35 Faculty Responded

- 11 said they are not relevant
- 23 said they are relevant/important
  - Most use the tuition waiver
    - There were several comments about wanting to be able to use this benefit at other institutions around the state.
  - Many of them like the software and fitness center benefit
- 5 of the 35 respondents would prefer to see a wage increase

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## Appendix G : CRC Campus Questionnaire, Question 4 Summary

What are your ideas for additional non-monetary benefits?

Total	CSO	FAC	PSO	Item
15	6	4	5	free parking
15	6	4	5	reduced tuitions for all Idaho schools including advanced degrees
14	6	6	2	ability to take time off without pay
12	3		9	Flex hours
11	1	7	3	free advanced training (personal enrichment, increase number of credits more than 6, licensure)
11	4	4	3	free day off
9	4	2	3	discounts or free for LCSC things (ball games, Kinder College, meals, exercise classes)
8	1	3	4	time off for volunteering
7			7	4-10s
7	3	3	1	free gym use for family
7	3	3	1	free tuition at LCSC for immediate family
6	2		4	work from home
6	3	3		childcare
5	2	1	2	free apparel
5	2	2	1	discount for local business (ski)
5	5			increase sick/vacation time
3			3	close campus one week during summer
3		1	2	paternal/bereavement leave
3		3		increase course release/professional development money/scholarly activities
3	3			alter campus hours prior to holidays/internal meetings
2			2	longer hours health fair, campus clinic
2	1	1		subsidized wellness items
2	2			breakrooms
2	2			recognition
1			1	free meal
1			1	incentives for work production
1			1	more money for parties
1			1	dogs to work
1			1	year round teaching contracts
1		1		IT support for personal electronics
1		1		tech professors acquire tenure
1		1		food at meetings
1		1		more sabbaticals



1		1		adjunct private offices
1		1		increase travel money
1		1		equalize teaching loads
1		1		annual allowance for professional development
1		1		summer teaching opportunities
1		1		opportunities to work in industry
1		1		extend non-monetary benefits to adjuncts
1		1		gym access in CDA
1		1		library join borrowing network (UI especially)
1		1		provide overnight accommodations for commuters (dorm room)
1			1	comp tickets to Palouse choir, symphony

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## Appendix H : CRC Campus Questionnaire, Question 5 Summary

If the 2018 Idaho Legislature approves funding for raises, what is your recommendation (e.g. philosophy, priority, directions) for distributing those funds among employees?

	CSO	PSO	FAC	Total
Prioritize Longevity	9	5	5	19
<b>Prioritize Merit</b>	<b>10</b>	<b>12</b>	<b>7</b>	<b>29</b>
Bring CSO to "Policy"	7			7
<b>Everyone gets the same</b>	<b>5</b>	<b>6</b>	<b>13</b>	<b>24</b>
<b>Prioritize Fixing Compression</b>	<b>3</b>	<b>14</b>	<b>17</b>	<b>34</b>
Get everyone up to their Median		3		3
Greater increases for the lower paid	10			10
Equal Pay for Equal Work	1		1	2
Distribute only to CSO & PSO Equally	1			1
(1) Raise everyone to \$15/hour. (2) Merit based raise from 3-5% to those less than \$45k;	1			1
(3) Merit based 1-2% for those over \$45k				
(1)Distribute COLA equally (2) Then base on merit	1	4	2	7
Work to improve the overall structure at the state		1		1
(1) COLA for all (2) Then address Compression		1		1
(1) Address Admin Staff first (2) then compression for all ee's		1		1
(1) Merit Based Increases (2) Then compression		2	1	3

<b>(1) Merit Based Increase (2) then longevity</b>		1		1
<b>No raises due to deficit next year</b>		2		2
<b>(1) Compression (2) Then longevity</b>		2	1	3
<b>(1) Across the board (2) Then small % to address compression</b>			3	3
<b>Promotional Raises Value (faculty) / Across the board for all FT employees</b>			1	1
<b>Pay scale by rank and longevity</b>			1	1
<b>(1) Faculty Compression (2) Improve CSO wages</b>			1	1
<b>Increase pay from Asst to Assoc and from Assoc to full professor</b>			1	1
<b>(1) Compression (2) Then across the board</b>			4	4
<b>Across the board as a % of base salary</b>			1	1
<b>Give to Faculty</b>			1	1
<b>Employees satisfactory or above get full increase</b>			1	1
<b>Equal cash payment to every employee's base</b>			1	1

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## Appendix I : CRC Campus Questionnaire, Question 6 Summary

Use this box to supply any additional data references information or comments related to compensation.

### Main Ideas:

1. Benchmark compensation to private sector/peers/other state agencies/regional universities/CUPA
2. Make retention a priority over new hire competitiveness

Other ideas: send representatives to Boise to advocate for better pay, transparency in financial decisions, student loan debt relief option, align LCSC's minimum wage with WA

### Classified Staff

**CSO Ideas- increase insurance options, greater compensation, Cost of Living increases, focus on retention, peer evaluations, review job descriptions, bereavement pay, voice in spending, reach policy in 5 years, same wage as Clarkston, consistency in new hire pay**

Changing the **insurance to make it for feasible to use and to use prescriptions**. I have one medicine I need that cost fifty dollars which is not bad BUT I have to pay a two hundred dollar penalty. Yes they called it a penalty to use the brand name and not generic. I cannot use the generic for different reasons I have a surgery that will cost me 3000.00 dollars out of pocket. Almost three months of my pay.

**Compensation** needs to be increased especially with the increase in insurance & cost of living.

Don't forget about the little people. There are so many people on campus that are the bottom of the barrel (so to speak) when it comes to earnings and their positions. Unfortunately there is a standard on campus that **you cannot earn a wage increase unless you shuffle from division to division** or department to department and change you title over and over again. There are people on campus who simply do not have that option. Therefore are overlooked. Those are the people who could use a little extra attention.

Grade levels always seem to be on the lower end of the pay scale. If a position holds a great deal of responsibility pay them for it. Why have a min/max if the upper scale is never used. Pay your employees to ensure they want to stay and not move on to other employers. **Retention should be a very high goal** on our compensation review committee retention will come with increase pay.

<https://dhr.idaho.gov/PDFs/FY2018PayStructure.pdf>

[https://www.cityoflewiston.org/filestorage/551/649/675/FY18\\_Salary\\_Schedules\\_-\\_Non-Exempt\\_2.5%25.pdf](https://www.cityoflewiston.org/filestorage/551/649/675/FY18_Salary_Schedules_-_Non-Exempt_2.5%25.pdf)

[https://www.cityoflewiston.org/filestorage/551/649/675/FY18\\_Salary\\_Schedule\\_-\\_Exempt\\_2.5%25.pdf](https://www.cityoflewiston.org/filestorage/551/649/675/FY18_Salary_Schedule_-_Exempt_2.5%25.pdf)

I am very satisfied with the amount of money that I make and I would never expect special treatment or think that I deserve more. I love raises but I am happy just where I am if I don't get a raise!

I believe a **peer evaluation** would also be beneficial to deciding how we did and what needs to be improved for the next year. It should also be included in the decision of our rating for evaluations.

I feel that **reviews of pay vs. cost of living** need to be done more often. Those that are below a living wage should be given an increase (if they have been doing an outstanding job) prior to money being divided for the yearly percent increases. Also I think the departments need to **review job descriptions** regularly and determine if a job reclassification is in order. If the college doesn't want to do them then the department should receive discretionary funds to increase that persons pay based on added responsibilities. It shouldn't be push aside as other duties as assigned.

I just had to take Bereavement days because of a death in my family. I was able to take 3 days off but had to use my vacation time so that I would get paid. At WSU where I used to work you received **bereavement pay**. Why is that not allowed here at LCSC.

I struggle every month to pay my bills since my mortgage and bills combined equate to about \$100 less than my net Income each month. I have had to get a second job on the weekends to be able to afford groceries as well and be able to afford transportation to and from work. My wish is that with any changes to LCSC **compensation** that I am able to sustain my financial needs without the need of an additional income.

I think spending should be more openly discussed. **Give employees options on how the money is spent.**

I totally understand when a company can't afford to give raises. but as a long term state employee we have been given **cost of living raises** or no raises at all. we deserve to be given at least a standard of living where we don't have to have food stamps reduced rent or any other benefit to survive.

I would like to see a promise from state resources we should be at **policy in 5 years**. What rate can we take to be at policy in 5 years? I would like to know!

In data just go to the Department of Labor look at the economy and look at the future potential of how LCSC can set the bar by making a pathway for others to follow on how to run an educational establishment that is investing in their people today who will change the future of tomorrow. Future alumni future sponsors future donors and future students are those who contribute and pay forward to establishments of which they are proud to be a part of. LCSC relies on investment and contribution. LCSC relies on sponsors and donors and people who see LCSC as a future enrichment to others lives.

It is pretty sad when a classified employees can drive across the bridge to **Clarkston** and get a job as McDonalds flipping burgers and get paid the **same wage** as they are paid as LCSC. I understand they are different states with different wages but Lewiston and Clarkston are combined in many people eyes when it comes to things like this and it should be taken into account.

LC admin is expecting a high level of professionalism within the ranks....compensate accordingly....at least follow their own long established guidelines which include paying **POLICY rates for longevity** coupled with high evaluation marks!

Nothing will change until the Deans Chairs Provost or whomever the person making the decision of what **pay** is going to be for a **new hire** get on the same page. **Consistency** is the key.

The college should base compensation based on **cost of living** in the area the employee works.

There are a few employees here that get state standard pay but more that do not why is this?

With all the potential hires that turn away **more compensation** should be a no brainer for the state.

## **Professional Staff**

**PSO Ideas- benchmark to private sector/peers/other state agencies/regional universities/CUPA, pay at least WA minimum wage, comp time pay 1:1 ratio, greater compensation, hire for culture fit, provide more transparency on financial decision making and allow for an open forum for feedback, retention and adequate pay for seasoned employees**

Merit increases; as established is a political twist of vocabulary and budget manipulation. The bottom line is that we are being given a cost of living raise in a State where that is politically not acceptable. We should be grateful for any increase we receive. However the system also fosters low pay without a way to catch-up. On the other hand **private sector wages** (like construction) have been stagnate 40 years. In 1976 a laborer earned \$8:50-10:00/hour a carpenter back then made \$20-25:00/hour it is the same today. It's a complicated issue I feel like if the free market were to play openly at the State level we would be in a much different place than we are now for better or for worse.

Campus has continued to lose more and more skilled and dedicated employees to local industry both **private and public sector**. All because they're being offered higher wages in place of extra perks. Non-monetary benefits are what will break the tie between 2 equal paying jobs. They should never be considered a form of payment.

I appreciate you asking for our thoughts on this. I understand there is only so much money available to address compensation.

I cannot keep a full crew of experienced employees due to the **low wages**. This hurts the institution because of the constant cost of training. Even the State employers close are taking our skilled workers

I feel that professional staff should be given **comp time on a 1:1 ratio**. We are one of the exceptions of exempt employees that do not receive comp time. Why is that? Shouldn't we be entitled to something for continually working in excess of 40 hours per week. In comparison many of our peers do not ever exceed 40 hours per week.

I have a great appreciation for our monetary benefits which are part of our total compensation. The data indicates as does the Idaho HR Report on compensation that we are falling behind other

comparator states for salaries. We are at a point now where we are non-competitive. Our CSO staff are well below local government agencies in hourly rate. PSO are behind the salaries in the private sector with similar education and experience.

I think everybody in every field thinks they should make more money. If I work in Seattle or another large city I would make more money and the cars would cost the same. I would be able to afford a better car than driving a 1990.

I think it's going to be a tough year because of the unknown of what the federal government is doing with the tax cut proposal. It could hit Idaho budgets hard. Just depends on what is finally approved. Until that takes place and it is known how that will trickle down to Idaho we won't have any idea of what budgets will look like for this institution.

I wish to remain working at LCSC but the compensation is lacking and there is not much incentive to stay. My peers are appalled at the LCSC benefits as compared to what they are receiving at their respective places. There is an attraction to make an upward move in salary and benefits with a different institution.

If Idaho/this institution is to attract and keep quality employees then it needs to pay what the going rate is for their experience and position; otherwise we're just a training ground or caretaking employer until employees find a better offer elsewhere.

If we are looking at CUPA comparisons we should have the ability to make adjustments and be consistent with how they are implemented. Some areas seem to get more attention than others.

Is there any way that we can get more information about retirement plans (such as TIAA-CREF)? I have been working here for 3 years and have never really understood how it works. Similarly when I first arrived here nobody really went over the benefits package with me in detail. I didn't know about various things such as discounts until about two years in . . . if you want employees to get the most out of what's offered you should take the time to explain it to them.

It is appreciated how conscious LCSC is over compensation as we are leading the way among our other higher ed institutions in Idaho in such things as summer hours free gym access discounted events but to attract great individuals of a new generation we need to continue to evolve from the old ways of thinking. We also need to reevaluate our hiring process to better find individuals that will match our culture so we don't spend so much hiring individuals training them and losing them only a few weeks later. How about incorporating working interviews (day or two of trying the job out). What about instituting personality matches and assessments?

I've been at LCSC for over 17 years. It seems the college is spinning its wheels when it comes to compensation. This was talked about in the first all campus meeting I attended. The same arguments are being made today. This does not show progress and the result has been a lack of quality candidates on the search committees I have served on. LCSC should be similar to other state employees in regard to salaries. This includes the 3 major universities. The same work has to be performed by the staff!

LCSC needs to plead our unique case with the Legislature regarding the minimum wage in Washington vs. Idaho. With the minimum wage scheduled to go up in Washington to approximately



\$13.50/hr. LCSC is going to inevitably lose some of our workers to this and we won't be able to even compete with a counter offer.

**Low salaries** for CSO employees mean the best applicants go to Schweizer etc. and we struggle to find good applicants. The same is true for faculty searches - failed searches good candidates withdraw etc. We get good people typically when they have a strong desire to be in this area.

Make sure all employees have a position title that is in CUPA. Not having a **CUPA position comparison** is a disadvantage to the employee. Without the CUPA comparison the employee does not know their salary range or know the median salary. Also how would LCSC determine what the median salary is for that employee if LCSC goal is to bring employees up to their median level?

So many of the **decisions** are done behind closed doors. Make it public. Have an **open forum**. Encourage involvement. Get the campus personnel involved. Committees are great but the same people are on them over and over. Nothing new will come out of the same staff talking over the same discussion points.

Taking care of the needs of the **current loyal productive employees** will benefit morale. It is ironic that money is being spent on recruiting new employees with a higher salary and these new employees are unproven at LCSC. While the proven ones maintain their course without extra compensation.

Thank you for caring enough to send out a survey.

There seems to be occasions where staff report sick leave when it is questionable whether it is appropriate. Others who don't abuse the system feel like they are picking up the slack. There should be some way to compensate those who go above and beyond while others take advantage.

We are very aware that additional funds are thrown at certain employees and exceptions are made to compensate others. Enough. **pay the employee what they are worth** and stop the revolving door.

**Would like feedback** from administration on why proposals aren't adopted. Perhaps counter offers from administration so we can negotiate an acceptable agreement.

## **FACULTY**

**Faculty Ideas- Benchmark to peers/region/industry (former students make more than faculty), address compression, greater compensation, improve dental, student loan debt relief through compensation, address faculty hire in wage not administrative positions, send reps to Boise for compensation**

Although **compression sucks do not punish other employees**. We are all fighting an uphill battle

Appropriately **compensate 10 11 and 12 month contract employees**. For example when you have a 9 month faculty salary at \$60k that equates to \$6666.66/month. If you have an 11 month faculty salary at \$65 that equates to \$5909.09/month. That is a difference of \$757.56/month; a difference of \$9090.82/year. That is shamefully inequitable and should be properly addressed. I would like to thank the CRC for their time and efforts.

Glad to see LC is trying to address this issue. It is important for the MORALE and the PRODUCTIVITY of all faculty and staff. Thank you.

how long should you be a full Professor and not have an increase in pay. Professors today are leaving at a lower pay than a professor did 10 years ago. All State Employees deserve PERSI

<https://www.chronicle.com/article/Average-Faculty-Salaries-by/126586>

<https://www.insidehighered.com/news/2016/04/11/annual-aaup-salary-survey-says-professor-pay-34>

<https://www.higheredjobs.com/salary/salaryDisplay.cfm?SurveyID=24>

<https://www.insidehighered.com/aaup-compensation-survey>

I feel very fortunate to have employment that pays my bills and has almost decent insurance (dental needs to be improved. Why can we get as good of dental as local schools?). It is a bounty to be able to live a somewhat middle class American materialistic life style and I thank LCSC and the State for that. However I would like to see faculty and staff and admin paid at least at the 50th%ile of our comparison schools.

I have been under tremendous domestic pressure to relocate because of the salary at LCSC. It is not an easy region for the spouse of a faculty member to find a job in. And the faculty salary at LCSC does not compensate for that fact. Additionally some faculty members have incredibly high student debt loads in order to get the credentials to teach at LCSC. Many of us are not eligible for debt relief despite LCSC's status as a qualified institution. I pay \$650 a month. I would be great to earn a salary that made my debt load manageable. Instead I teach overloads summers dual enrollments etc... I would be a better Prof. if I made enough from my salary to not have to do all these extra things. I suspect we all know faculty who left over this issue. I recently served on a hiring committee to replace someone who might have been retainable had the salary been more appropriate. Faculty morale is particularly low over this point.

I recently checked to see if a former student would be interested in teaching. The answer was no because it would have meant a \$30000 cut in pay. And that is not unusual.

I think it is wrong that at an institution like Lcsc faculty in different divisions make different salaries. I don't buy the market forces argument. Not at LCSC. It certainly dampens the one big happy family face we try to put on. Several folks who showed up in early 2000's suffer from compression due to going through several years of no/min raises. Laura Earles and the aft compiled that data several years ago. Compression is an issue of fairness and morale. Junior faculty are thrown to the wolves at Lcsc because the service load is so high. For example no first year faculty member should be on senate or curriculum but they are in part because senior faculty members went through that and need a break. But when compression puts the salary of a first year faculty member and someone here for 20 years with in 10k? Then I think there can be a tendency for senior folks to withdraw from high profile service positions. We need senior folks to act and feel like senior folks. Paying them like senior folks would be a big help. Especially since housing even in the valley had gone up over last 15 years. Gone are the days of buying a sweet 60k house on normal hill. And many folks even senior folks are carrying significant student loan debt due to different economic times. I pay \$650 a month with no hope for a public service forgiveness. I think there is an idea the faculty are an over paid spoiled class. But Personally I have been pressured by my spouse to leave the region so they might find better job opportunities because my salary -- even with extra classes -- simply does not cover the expenses for a family of 3. I drive a car with 225k miles on it. I simply

can't afford another based on the salary paid to a full prof. With 16 years seniority at Lcsc. I love my job here. But the salary should be much higher.

I'm happy working at LCSC great atmosphere. :)

I'm in my third decade of service to Lewis-Clark State College having come here with a PhD in the 1990s and **I make less than my heating guy or electrician both of whom have LCSC degrees** by the way and are a good 20 years younger than me. I don't expect to be unduly rewarded for my loyalty and service to college and state but should not be penalized for that loyalty either. Thanks!

Incididunt est id exercitationem et anim dolore iure fugiat officia officia debitis animi

It is damaging to morale for **administration to get much larger percentage raises** than faculty particularly under the argument that those salaries are necessary to attract quality administrators. By extension then faculty are disposable. Also **year after year there are more new office/administration positions added than faculty positions** (announced at the annual meeting). Everyone deserves a livable wage but are there too many office/adm positions relative to faculty positions? And why does it keep growing?

It would be nice if the Idaho legislature actually appreciated public education and teachers.

I've been here close to 20 years as a professor and drive a rusted mid-80s car that I bought eight years ago for \$1000. I feel reasonably secure looking ahead to retirement but mainly because I save like hell have no children buy used clothing and otherwise live like a border-line low income person (despite owning my own house though by no means outright). Some might think me a fool for not bargaining my own labor more effectively meaning jump ship and get a **better paying job** elsewhere. Perhaps the fact that I and too many others remain loyal to LCSC and our students is part of why our pay issue has not been taken more seriously up to this point. As Mr. T likes to say Sad.

Maybe if we were paid more the college wouldn't have to spend so much time and money on searches.

Merit raises have seemed to be a topic of discussion for the past few years. Hopefully this is the correct fight to fight.

More classes more job security for hired instructors not based on admission or enrollment. **Hire instructors for one year.**

My **peers at WSU** (same pay band when I left for a minor pay bump at LC) are non tenured instructors now making approx \$20K more than me. I love this place I have more freedom to teach an array of classes and I want to work here but this is hard to take.

**reinforce the competitive pay salaries - region and US - level of education experience**

Sometimes I think people forget that this decision is not really in the hands of the administration. Compensation is set by the legislature and increasingly dictated to us by the Governor's budget office. The opportunity for state employees to have input is during the CEC Committee hearings; if

we really feel compensation is an important issue and we are somehow aggrieved relative to the rest of state government then we should [send representatives to these hearings to represent us](#).

Thank you for asking my opinion.

Thanks for sending out this survey.

Thank-You for the opportunity to respond.

The pay here is ridiculous. And for those of you on the CRC - your input will have little-to-no impact on money will be distributed. The CRC is just another way that the college administration tries to give the impression that faculty and staff have some say in how money is distributed. Dream on.

There are 27 total faculty members with an academic rank of professor at [Carroll College](#). Of these professors 9 are women and 18 are men. Professors at Carroll College have an average annual salary of \$88728 USD. This salary is a projection of salary for teaching a full twelve month year. There are 48 total faculty members with an academic rank of assistant professor at Montana State University-Billings. Of these assistant professors 22 are women and 26 are men. Assistant Professors at Montana State University-Billings have an average annual salary of \$71803 USD. MSUB assistant professors make more than our full professors at LCSC who have been here for over 20 years.

There should never be a time that [staff pays back for a shortfall budget](#). It is discouraging enough but sometimes understandable when there is No raise.

You lose CTE teachers because they can make so much more in [industry](#) you expect top level expertise but do not pay for it???

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