

LCSC CRC 2018 & 2019 Recommendations – Update & Responses: As the chart below displays, each recommendation has been considered and addressed; in many instances with all or part of the recommendation implemented (where state policy allows).

CRC Report	Recommendations	Outcome - 2018 Response/2019 Response
2018	The college should fully fund faculty promotions and should continue its past practice of using institutional resources to cover the cost of those promotions.	This practice is ongoing and has been implemented for FY2019.
2018	Re-evaluate staff job descriptions to ensure they reflect the work that is actually expected of the employee.	In progress as supervisors complete performance evaluations. A handful of positions were reclassified last year due to changes in job duties, and many of these included pay increases. Re-evaluation will be ongoing as HR continues to have discussions about a market-based pay structure.
2018 2019	<p>Implement a market-based compensation plan that, by its nature, provides a remedy for employees with compressed wages.</p> <p>Compression remains a top concern for LCSC employees. We strongly support efforts to implement a market-based compensation plan that includes metrics such as time-in-service, education, and prior experience in addition to merit. Employees continue to have concerns about the fairness of the evaluation process. Although efforts have been made to communicate institutional standards to supervisors, these perceptions will continue as long as merit remains the only metric for employee compensation adjustments.</p> <p>In order to address compression, faculty recommend the following:</p> <ul style="list-style-type: none"> Bring all compressed faculty with over 15 years of service up to 80% of their compa-ratios over the next four years. 	<p>A working group has been formed to explore a market-based compensation plan similar to U of I. This group continues to meet regularly and is compiling data with the goal of implementing the plan in the near future.</p> <p>February 2019 LCSC joined ISU and BSU in supporting draft legislation to allow 4-year schools to move to market-based compensation plan (i.e., move out of state agency compensation comparator plan). The SBOE supports the idea but did not allow the legislation to move forward this (2019) session. The Presidents will again bring the legislative proposal forward to and through the SBOE for consideration during the 2020 legislative session.</p> <ul style="list-style-type: none"> Funding Legislative CEC directives (e.g., based on 3% salary increase pool of \$, and merit allocation requirement). 2019-2020 CEC guidelines and model options presented April 2019, during the all campus(es) meeting: <ol style="list-style-type: none"> CEC 550.00/employee CEC Merit distribution based on 4 point evaluation rating Remaining pool of CEC used to address issues of salary equity (i.e., strategic plan compa 80% goal as starting point & faculty compression).

	<ul style="list-style-type: none"> • To address future compression, implement a new policy that provides a 3.5% pay increase, in addition to CEC, when faculty successfully pass their five-year reviews after reaching their terminal promotion. • Ask the state to consider funding at least half the cost of faculty promotions. 	<p>Note: Merit equity considerations have been factored into one of the compensation model options for employees with over 15 years of service (employees invited to express model preference feedback during the April 2019 meeting).</p> <ul style="list-style-type: none"> • Consideration delayed until LCSC salary equity goals re: Strategic Plan compa percentages addressed. • Idea will be considered re: 2020 budget process.
<p>2018</p> <p>2019</p>	<p>Address issues of fairness in determining who receives raises.</p> <p><i>Transparency</i> about how compensation decisions are made is important to campus. As part of our charge, CRC has drafted a Compensation Philosophy which summarizes compensation priorities. We recommend that the administration adopt the philosophy and continue to maintain open dialogue with employee constituent groups as compensation decisions are made.</p> <p>Lewis-Clark State College Compensation Philosophy <i>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.</i></p> <p>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.</p>	<p>Language and use of rankings has been clarified. Academic Divisions/Departments are encouraged to explore rubric development and adoption to guide the evaluation process and ranking assignment.</p> <p>Transparency: The CRC is an active campus committee. CRC reports and recommendations have been reviewed and responded to as per this document. April 2019 the President hosted an all campus(s) meeting to present compensation models and solicit model preference feedback from faculty and staff.</p> <p>Compensation Philosophy: While administration is supportive of a compensation philosophy aligned with the College’s Mission, philosophy wording and objectives, in terms of magnitude and implementation timing, must be moderated by: (a) Legislative CEC directives; (b) Division of Financial Management and Human Resources CEC Guidance (e.g., FY2020 memorandum dated 3/22/2019 makes clear that bonuses cannot be part of CEC); and (c) LCSC fiscal constraints. Administration appreciates the work of the CRC and recommendations put forward. Specifics in place and/or addressed in an ongoing manner that relate to recommended Compensation Objectives appear in bold below.</p> <ul style="list-style-type: none"> • Professional Development Trainings (PDTs) are in place and undergoing continual review to expand knowledge and enhance professional development opportunities. In the past, a PDT focused on leadership

	<p>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.</p> <p>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.</p>	<p>development has been offered (1st cohort was 2015, 2nd 2016. Series = 1 year in length). Currently, an ad hoc group of faculty and staff are working to develop a faculty-focused leadership series. Administration is supportive of this initiative and awaiting a proposal.</p> <ul style="list-style-type: none"> • Faculty development fund was increased as of F2019 from \$10,000 to \$20,000. • Sabbatical support: The sabbatical budget has been increased from \$15,000 (2017-2018) to \$30,000 (2019-2020). Over the past three years, a low of 1 and a high of 6 sabbatical requests have been supported. Sabbatical support remains an administrative and academic priority. • Grant incentive funds, supported through the Higher Education Research Council (HERC) infrastructure funds. These are state appropriated funds allocated to institutions through the SBOE. LCSC’s Office of Grants and Contracts manages this process. LCSC has been successful in lobbying for HERC fund increases, thereby increasing award numbers and amounts (LCSC early HERC funding = \$50,000, current funding level = \$125,000. HERC infrastructure funds are distributed in a variety of ways – e.g., library support, equipment purchases for divisions, etc. Current year incentive grant awards = \$4,690; \$14,100 pending). • Scholarly course releases/ mini-sabbaticals for past 4 years (generally 2-3 /year have been awarded). Cost per award = \$3600 - \$4170. • Extensive Center for Teaching and Learning (CTL) programming, including an Inclusive Practices Certificate.
<p>2018</p> <p>2019</p>	<p>The administration should consider using a portion of the state’s 2018 allocation to establish a baseline salary or college minimum wage for employment.</p>	<p>A working group has been formed to explore a market-based compensation plan similar to U of I and to explore the possibility of moving higher education out of the state classification system.</p> <p>LCSC engaged discussions with Idaho peer institutions to determine if there was interest in creation of a shared strategy re: legislation addressing market-based compensation plan. Based on these discussions, in February 2019 LCSC joined ISU and BSU in supporting draft legislation to allow 4-year schools to move to market-</p>

		<p>based compensation plan (i.e., move out of state agency compensation comparator plan). The SBOE supports the idea but did not allow the legislation to move forward this (2019) session.</p> <p>The Presidents will again bring the legislative proposal forward to and through the SBOE for consideration during the 2020 legislative session.</p>
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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. Employees proposed the following non-compensation benefits:


2018 & 2019	Allow two children to have the dependent benefit for LCSC tuition at the same time.	<p>Educational Privilege policy is being updated, but this particular issue has not been discussed. LCSC administration has indicated receptivity to such a proposal.</p> <p>Awaiting proposal.</p>
2018 & 2019	Allow a guest to use the gym if accompanied by a valid LCSC activity card holder.	<p>Request and associated financial impact have been reviewed by the Director of Athletics and VP for Finance and Administration. While it is difficult to discern and/or predict financial impact numbers, the following is known:</p> <ul style="list-style-type: none"> -There would be a financial impact (current guest pass fee = 100.00/year). Last year there were 89 “swipes” associated with guest passes. It is unclear how many distinct individuals this represents. -There would be increased liability and associated insurance costs. <p>Given the above, the current practice will remain LCSC’s norm.</p>
2018 2019	<p>Extend fitness center hours during breaks and summers.</p> <p>Longer fitness center hours, especially during the holidays when campus is closed.</p>	<p>Need approval and buy-in from Athletic department, as they staff the fitness center.</p> <p>Assuming that new staffing is needed and existing positions cannot be spread to cover the expanded hours, the annualized cost per hour to increase staffing would be \$3,640. Thus, expanding hours by just four hours each day results in a projected additional expense of \$14,560.</p> <p>Given the above, the current practice will remain LCSC’s norm.</p>

2018 & 2019	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.	<p>The financial impact of this request would be derived as follows: Based on three years of data (2017 = 77 employees, 2018 = 57 employees, 2019 = 68 employees), the average number of employees meeting this criterion would be 67, resulting in an annual cost to the institution of \$670.</p> <p>While this cost is minimal, overall parking fees will be under review over the course of the 2019-2020 year. Therefore, at this time, current practice will remain LCSC's norm.</p>
2018	Close campus during the July 4th holiday week.	Not considered due to state policy.
2018	Provide subsidized child care on campus.	Not considered at this time.
2018	Work with the University of Idaho to allow distance learning for advanced degrees at discounted rates for employees and spouses.	U of I is not interested in changing this policy at this time.
2018 & 2019	Provide time off for volunteering for civic events other than the NAIA World Series and Art Under the Elms.	<p>Under consideration (2018). Beyond current practice re: the NAIA World Series, employees may use time off as per state policy: <i>Executive Branch Agency Policy Section 5: Special Leaves: An employee attending non-job related training, performing civic duties or other similar activities can use earned leave time to cover the period of absence from work.</i></p> <p>The NAIA volunteering opportunity will be under review at the conclusion of this year and financial impact assessed.</p>
2018/2019	As a wellness benefit, allow employees extra time for working out or attending wellness classes.	<p>This occurred during the summer months. LCSC's Health & Wellness Committee is drafting a memo to administration to make this a regular (year-long) benefit.</p> <p>LCSC administration has indicated receptivity to such a proposal. Awaiting proposal.</p>
2019	Allow employees to work four 10-hour days during the summer. This could be accomplished by closing campus on Friday during the summer. To make up for being closed on Friday, campus could stay open later in the evening. Alternatively, employees could rotate days off. For example, in an office with two employees, one would	<p>LCSC operates in accordance with the Governing Policies and Procedures established by the SBOE. Related policy: <u>SBOE, Section III.D. "Official Calendars."</u></p> <p>This is allowable on a department-by-department basis conditional on President or Vice President approval. Administration reserves the right to revoke flexible hour allowances if deemed to interfere with efficient college operation (i.e.,</p>

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	work Monday-Thursday, and the other would work Tuesday-Friday. This would enable offices to stay open and provide necessary service, while allowing all employees to have three day weekends. Offices with only have one employee are less likely to deal with customer service, so closing those offices one day a week would not be an inconvenience. Allow employees to work summer hours year-round.	LCSC's stated business hours are covered). There are offices on campus that allow employees to work four 10-hour shifts, or four 9- hour shifts and one 4-hour shift.
2019	Create flexible scheduling by allowing employees to work from home. LCSC has a policy on telecommuting (3.138), but supervisors may not be aware of this policy.	<u>Executive Branch Statewide Policy Section 7: Telecommuting.</u> Telecommuting is available to state employees per state policy above and per <u>LCSC Policy 3.138.</u> This may be allowable on a case-by-case basis pending routed approvals at all levels, as per policy.
2019	Explore the possibility of adding emeritus status for PSO and CSO as a way to honor retiring staff. Boise State University currently offers this status to their staff.	The administration is receptive to this idea and will await a proposal from PSO/CSO.
2019	Provide LCSC departmental shirts. Wearing LCSC shirts is a marketing tool and represents school spirit.	Not allowable per Idaho Division of Financial Management memo dated August 2, 2017.

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President
Lewis-Clark State College
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