



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

**FROM:** Dr. Cynthia Pemberton, President Lewis-Clark State College

**DATE:** March 6, 2020

**SUBJECT:** Compensation Review Committee Report/Recommendations Response

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

First, as President and executive leader of the LC State Cabinet, I want to thank the CRC for their awareness and recognition of current fiscal challenges and thoughtful compensation considerations. As the committee is aware, in April 2019 I responded to 2018 and 2019 CRC recommendations (see: <https://www.lcsc.edu/crc/2018-2019-documents/>). Consistent with past practice, the Committee’s report/recommendations were read, reviewed, discussed with the President’s Cabinet and herein finalized.

<b>CRC Recommendation</b>	<b>Leadership Response</b>
The overall consensus is to mitigate personnel reductions as much as possible and in general hold employees as harmless as possible.	<b>Agree:</b> This was a guiding principal regarding RRF/FAC process recommendations.
The committee continues to support the CRC’s recommendations for a compensation philosophy (See Appendix) which aligns with Idaho code requirements to base changes in employee compensation on merit. The focus of the philosophy is to reiterate priorities as represented by faculty, professional staff, and classified staff. Overall, compensation is recommended to be based on meritorious service with a focus on quality performers who have a greater number of years of service and who are paid below the market average for their position and to recruit qualified employees at a fair market value.	<b>Agree:</b> Within permissible State department guidelines and requirements this philosophy will continue to guide LC State’s annual Compensation Plan.
Emphasis and encouragement for a work-life balance such as no expectation to work on weekends or respond to business e-mails where the job is conducive to this balance.	<b>No practical way to implement or enforce this recommendation;</b> and varied employee groups have very different job-related needs and expectations.
A general concern for employees close to retirement and protection of salaries for retirement purposes.	<b>Agree:</b> This was a guiding principal regarding RRF/FAC process recommendations.

<p>Close campus on Fridays in the summer, similar to rural school closures on Fridays.</p>	<p><b>Not considered due to state policy.</b></p>
<p>Dedicate training days for employee required trainings such as Safe College's (similar to teacher professional development days).</p>	<p><b>Agree:</b> Pilot implementation planned for summer 2020.</p>
<p>Focus on operational and staff time savings by reviewing operations (turn lights off, switch to LED, eliminate non-essential tasks, etc.).</p>	<p><b>Agree:</b> Focus of President's Council spring 2020 launched this emphasis and accountability/status report sharing. <b>This will be ongoing.</b></p>
<p>Feedback has been negative from all three employee constituent groups regarding the notification of an increase in the parking permit...Concern was voiced not only for the additional expense to employees and students, but also the ramifications on neighbors, especially the migration of parking to surrounding neighborhood areas. The following ideas were proposed to try and mitigate these concerns:</p> <ul style="list-style-type: none"> <li>• An extended payroll deduction strategy is requested to spread the cost of the increase over as long of a period as possible.</li> <li>• When considering the increase in parking fees, please take into account the average salary to parking fee correlation with comparator institutions. Our staff make significantly less than our peers in comparable higher education positions across the state.</li> <li>• The second parking permit is respectfully requested to be lower than the first permit, suggested \$10 per second permit and/or create a transferrable permit that is mobile (ex: associate two plate numbers on one transferrable permit).</li> <li>• Curtail the impact on employees and students by indirectly charging the public for parking during high attendance events such as athletic events and Art Under the Elms through an increase in the price of admission. This increase would be directed to Security's budget (ex: increase athletic tickets by \$0.50 each). This suggestion applies for both daytime and currently free parking evening and weekend events.</li> </ul>	<p><b>Concerns have been noted and are appreciated. Given fiscal realities and 'industry norms' fees will increase.</b> (Approved Parking proposal appears in Appendix)</p> <ul style="list-style-type: none"> <li>• <b>Agree:</b> To be implemented with fee implementation.</li> <li>• <b>Agree:</b> Proposal increase is modest with these considerations in mind.</li> <li>• <b>Supported in concept:</b> 2<sup>nd</sup> permit will be discounted.</li> <li>• <b>Supported in concept:</b> to be implemented with new fee schedule.</li> </ul>
<p>Lastly, the committee recognizes that administration is being frugal with dollars and doing all that we can to mitigate cuts while planning for future success. We want to reiterate that we support this message going forth to our legislature and stand by to assist in any way to ensure this message is widely received. We want to continue to provide the message that we are a "lean, mean, machine".</p>	<p><b>Agree:</b> Messaging is and will continue to be ongoing via internal, external, community, regional and state outlets, venues and opportunities.</p>
<p>The public perception as noted by faculty through conversations with members of the general public as well as government representatives is that the starting salary of our faculty is substantially higher than is the actual case. Thus, we would like to continue sending forth data to dispel these misperceptions.</p>	<p><b>Agree:</b> Messaging is and will continue to be ongoing via internal, external, community, regional and state outlets, venues and opportunities.</p>

**APPENDIX: Outstanding Prior Year CRC Recommendations**

<b>CRC Report</b>	<b>Recommendation</b>	<b>Outcome / Response</b>	<b>Spring 2020 Response Update</b>
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.	<p><b>Ongoing:</b> Effort is coordinated by HR, employee group by employee group.</p> <p>PSO: complete            CSO: Supervisor/employee review &amp; update beginning 3/2/2020. Deadline 4/17/2020. Employee classification/confirmation will be reviewed by HR at this time.            Faculty: Referencing CUPA and updated Peer Institution information Deans &amp; Provost to launch process.</p>
2018/ 2019	<p>Implement a market-based compensation plan that, by its nature, provides a remedy for employees with compressed wages.</p> <p>The administration should consider using a portion of the state’s 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. This group continues to meet regularly and is compiling data with the goal of implementing the plan in the near future.</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. 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.</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 during either the 2019 or 2020 sessions.</p> <p><b>The President will to bring the issues to the President’s Leadership Council over the course of the next year.</b></p>
2018/ 2019	Allow 2 children to have the dependent benefit for LCSC tuition at the same time.	Educational Privilege policy is being updated, but this particular issues has not been discussed. LCSC admin has indicated receptivity to such a proposal. Awaiting proposal. Data: Over the last 3 yrs (as of 12/2019) 29 out of 32 employees would have benefited from such a policy.	<b>Proposal submitted and approved 3/6/2020. Limit 2/semester per family.</b>

## **APPENDIX: Compensation Philosophy**

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

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

Lewis-Clark State College Compensation Objectives:

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

**APPENDIX: Parking Proposal (approved for implementation July 2020)**

**Proposal**

LC State is proposing a rate increase for 2020/2021 to cover our rising costs. Under this proposal base parking rates will increase from \$10 per year to \$75 per year.

***Proposed 3-year progressive rate increase to be reassessed in FY23.***

Type	Current Rates/Revenue	FY21 Rate/Revenue	FY22 Rate/Revenue	FY23 Rate/Revenue
Annual Campus Permit	\$10/year No semester rate \$27,000/year	\$75/year \$50/semester \$25/2 <sup>nd</sup> vehicle *\$167,500 (estimated revenue per year)	\$75/year \$50/semester \$25/2 <sup>nd</sup> vehicle *\$167,500 (estimated revenue per year)	\$80 \$60/semester \$30/2 <sup>nd</sup> vehicle *\$179,000 (estimated revenue per year)
Parking Citations	\$50/\$15,000	\$50/\$15,000	\$50/\$15,000	\$50/\$15,000
**Parking Meters	\$.50 per hour/\$500 per year	\$2 per hour/\$2,000 per year	\$2 per hour/\$2,000 per year	\$3 per hour/\$3,000 per year
Lot reservation requiring attendant No charge for campus groups	\$55 per day - flat rate	\$20 per hour per attendant plus \$2 per space/\$1,000 per year	\$20 per hour per attendant plus \$2 per space/\$1,000 per year	\$30 per hour per attendant plus \$5 per space/\$1,500 per year
Special Event Parking less than 4 hours	\$55 per day – flat rate	\$2.50 per space/\$500 per year	\$2.50 per space/\$500 per year	\$5 per space/\$1,000 per year
Special Event Parking more than 4 hours	\$55 per day – flat rate	\$5 per space/\$500 per year	\$5 per space/\$500 per year	\$10 per space/\$1,000 per year
*Estimated at 2,200 permits and 100 2 <sup>nd</sup> permits per year at yearly rate				
**Proposed \$1.50 increase per hour				