

Recommendations on Compensation Compensation Review Committee 3 April 2017

In accordance with the Presidential Guidance Initiative on Faculty/Staff compensation (PG-09), the members of the Compensation Review Committee (CRC) at Lewis-Clark State College (LCSC) have developed the following list of recommendations related to monetary and non-monetary compensation for the college's leadership. The recommendations reflect the input of members of the Classified Staff Organization (CSO), the Professional Staff Organization (PSO), and the Faculty Association.

Monetary Compensation

The CRC members are most grateful to LCSC's leaders for their efforts to improve employee compensation through lobbying the state legislature, fully funding faculty promotion increases, covering health insurance costs, and the like. The committee encourages the continuation of such efforts.

The CRC recommendations below are rooted in a desire to fulfill Objective IE of the college's 2014-2018 Strategic Plan, which states, "All faculty and staff pay will meet or exceed the median reported from our peer institutions."

In that spirit, the 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. The adjustments made over the last two years have been well received and represent an important step toward addressing the problem -- which adversely affects recruitment, retention, and morale.

The CRC's recommendations are as follows.

Faculty

The most recent data available from IPEDS show that LCSC faculty salaries are about 12% below average across all ranks. The greatest disparity is for full professors, which are 21.7% below average. Associate and assistant professors are at 16.9% and 14%, respectively. Further, LCSC faculty salaries also compare unfavorably with peer institutions and other public four-year institutions in Idaho. As the CRC's 9 January 2017 Interim Report notes

- (1) "The average salary for Professors and Associate Professors at LCSC ranks as the lowest among the college's 13 peer institutions," and

(2) “With only one exception. . . across all professorial ranks, professors at LCSC make less relative to their peers than other professors throughout the state.”

In regard to faculty salaries, the CRC offers the following recommendations.

- The college should fully fund faculty promotions and should continue its past practice of using institutional resources to cover the cost of those promotions.
- The amount of the raise associated with promotion from assistant to associate professor should be increased from \$5500 to \$6000.
- The amount of the raise associated with promotion from associate to full professor should be increased from \$8000 to \$9500.
- The base salary for all full professors should be increased by \$1,000 in order to address compression.
- 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.

Classified and Professional Staff

Like faculty members, classified and professional staff also are affected by salary inequities. The FY 2018 Change in Employee Compensation and Benefits Report issued by the Idaho Division of Human Resources (IDHR) illustrates that point. In a comparison of average salaries for classified employees in eight western states, Idaho ranked seventh. (The states were Colorado, Idaho, Montana, New Mexico, Oregon, Washington, Wyoming and Utah.) The IDHR report shows that classified employee salaries are, on average, 24% below the private sector market average and 14% below the public sector market average. The report also shows the compa-ratio for LCSC classified staff members to be 86%. Further, there is a significant disparity between the state pay scale that LCSC uses and the pay scale used by the City of Lewiston for similar positions. A licensed electrician, for example, can make more than \$20,000 working for the city than for the college.

Though most employees of LCSC are motivated by considerations other than maximizing their pay, it is important to recognize that the next generation of employees may look at financial compensation as their first priority. Highly skilled workers are coveted in the region, and competition for these employees is intense. If the college cannot compete in the market because of compensation, it may hinder the institution’s ability to function at full efficiency.

In light of this information, the CRC offers the following recommendations relative to staff salaries.

- 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.
- 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. This would offer staff members incentive to stay and reach their full employment potential. Incumbents that are not reclassified or promoted, as needed, often are compelled leave a position in order to get an increase in pay. This results in job searches that take up precious time and resources from already busy departments. In addition, many times new staff members are coming into these vacated positions at rates that exceed what long time staff members are making.
- 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.
- 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.
- All classified positions should be fully funded with state appropriated funds.
- Starting salaries should be increased to be competitive with other regional employers.
- The college should continue to pay, in full, the increase in costs associated with all fringe benefits -- including medical insurance.
- 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.
- 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. In addition, it would provide a much clearer sense of how salaries are determined for those aforementioned employees with no CUPA classification. The scale would be based on comparative data from multiple sources, making it more representative of our region than CUPA alone. Those sources could include comparative salaries of the University of Idaho and North

Idaho College as well as data from the Idaho Department of Labor on comparative salaries of professional employees in our region.

Non-Monetary Compensation

The CRC members are grateful for the non-monetary compensation that the college provides. The educational benefit for staff and dependents is especially welcome. Nevertheless, the CRC recommends that the college take – or at least explore -- the following steps to enhance non-monetary compensation.

Flexible Work Schedule

Employees should be provided with one paid, day-of-choice holiday per fiscal year.

Employees should be allowed a certain amount of time each month for doctor's visits.

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.

The CRC encourages the college's leadership to explore adding an additional Monday holiday in the fall semester. Doing so would even the number of contact days between the two semesters and give faculty an additional day for scholarship. The campus could be closed for the holiday, or staff members could use the day for training/professional development.

Professional Development

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. Such volunteer activity would enhance employees' morale and professional development by providing the opportunity to learn new skills and/or enhance existing ones.

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.

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. The details would have to be worked out with HR and the Provost's office, but it is the CRC's understanding that it is currently difficult to accept such an award unless it dovetails with a sabbatical. The program would not appear to entail additional costs to the institution

unless the fellowship-recipient's division chose to fill the position with a visiting assistant professor or something along those lines. In that case, perhaps the difference between the two salaries (the regular and visiting professor) could be used to cover the remaining fringe of the regular faculty member.

Health, Wellness, and General Morale

Faculty and staff should be able to access to the Fitness Center during holiday campus closures (such as during Winter Break).

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.

Additional Comments and Recommendations

The CRC recommends that the college's leadership provide feedback on the recommendations the committee submits. For example, are there proposals that would be feasible but need to be fleshed out? Are there ideas that are simply not doable for some reason or another? Such feedback would help the CRC – as well as CSO, PSO, and the Faculty Association – to more effectively assess the compensation-related suggestions they receive.

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.

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.

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