DATE: May 23, 2016

TO: Faculty Clerk’s Committee

FROM: Jane K. Fernandes

RE: Scheduled Report on Compensation Committee - Spring 2016

As chair of the Compensation Committee, I am submitting this report to the Faculty Clerk’s Committee, as called for in the original Charge.

Our committee has had a very productive year, and some excellent progress has been made toward this important strategic priority. Below are the specific activities that we have undertaken this semester:

1. We began the spring semester by adjusting the membership of the Compensation Committee to assure broader perspectives and advice through more diverse membership. This was in response to a direct request by the Diversity Action Committee, with whom we met in November to discern how we might widen the spectrum of voices involved our process while continuing this important work for the campus. Some original committee members volunteered to rotate off the committee so that additional voices could be added. This was accomplished in time to start our work with our new members in mid-January.

NOTE: This transition was conducted outside the traditional faculty procedures related to assigning faculty to campus-wide committees. I made a formal request to Faculty Clerk’s Committee in December 2015 to reconsider their process, so as to facilitate our shared commitment to diversity and inclusion. To date, I am unaware of any changes under consideration, and would respectfully request that work continue toward this important shared responsibility.

1. The Committee agreed upon Draft 6 of a Compensation Philosophy and set of Implementation Priorities, knowing that we could not finalize such an important document without wider consultation throughout the campus.
2. In January, the Committee divided up into three sub-committees for the remainder of the semester, to focus on specific tasks:
   1. Compensation Philosophy sub-committee, led by Beth Rushing. This group was charged with sharing the philosophy as widely as possible, and creating multiple opportunities for staff and faculty to provide advice and feedback, so that we could improve it. This was accomplished through online survey, open meetings for discussion, and department meetings. Our student member, with the help of a faculty mentor, translated the philosophy into Spanish, so that our Spanish-speaking employees could participate fully in this discussion.
   2. Peer Institution sub-committee, led by Len Sippel. This group was charged with identifying the group of colleges and universities that we would use to gauge the competitiveness of our salaries. They were also asked to propose the benchmark for where we want our salaries to be, relative to our peers. Guilford has had a Peer Institution list in the past, but this one would be used specifically for salary comparison purposes.
   3. Faculty Salary Formula sub-committee, led by Christine Riley. This group focused on ways to formulate and manage faculty salaries. The goal was to create a process that would be transparent, predictable, and consistent, and that would align more closely with Guilford’s values.
3. In April, when the Compensation Philosophy sub-committee completed its work, and the Peer Institution sub-committee was well on its way, we were able to identify committee members who could be freed up to work on the Staff Compensation system. Rick Williams is chairing this sub-committee. This group is making plans to work throughout the summer, and they have already put out a call to all employees and supervisors to assist with the updating of all staff job descriptions. They expect to complete their work by the time school opens in the fall.
4. At our last meeting of the academic year, the committee identified the implementation of a Living Wage as their highest priority, so that attention can be focused on addressing the lowest paid employees on campus, consistent with the Compensation Philosophy.
5. We affirmed that no action will be taken to adjust any employee’s salary as a result of this project until both faculty and staff salary plans are completed.
6. Throughout the semester, we continued and expanded our efforts to communicate with the wider campus community about our work. Communication efforts to date have included:
   1. Posting all meeting materials on the Human Resources Guilford.net site and including notices in The Buzz to let the campus know how to find the information. These postings include all of our meeting materials and meeting summaries [after they have been approved by the committee].
   2. Authorizing committee members to share anything from our committee meetings that was not specifically identified as confidential, and to solicit feedback and ideas from colleagues across campus for consideration by the committee.
   3. Subcommittee surveys, meetings, open forums, etc. to gather campus advice on specific topics.
7. Though I anticipate that I will receive the final recommendations of the Compensation Philosophy and Peer Institution sub-committees by the end of the fiscal year, the recommendations of the others [Faculty Salaries, Staff Salaries, Living Wage] will not be ready until later in the summer. As per the expectations of the original committee charge, final recommendation for the Compensation Plan [to include the work of all four sub-committees] remains on schedule to be completed by August 1, 2016.

**Plans for the summer include:**

1. The Living Wage sub-committee will be working to identify the assumptions and strategy that will form the underpinnings of a philosophy, policy and practice for our campus.
2. I will send the Faculty Salary Equity Formula sub-committee’s recommendation to Dave Dobson, who will facilitate a review and discussion of the recommendation. Realistically, most of this will occur online, but in-person discussions will be arranged if there is interest. With their advice in hand, I can make a final determination about how we will develop faculty salaries and create a process for ongoing administration of faculty compensation. This will allow us to determine target salaries for all current and prospective faculty members.
3. The Staff Compensation sub-committee will update all staff job descriptions, create salary ranges, slot all staff positions into ranges, and utilize data provided by the Peer Institution sub-committee to determine the target salaries for all staff members. They will recommend an implementation plan to me by August 1, 2016.

When the campus community comes back together in the fall, I plan to share an overview of the entire Project that will build on and tie together the work of the sub-committees, and to identify our specific priorities for implementation.

In keeping with the Committee’s Charge, I will also be sending an update to the wider Guilford Community about our progress to date.

**Jane K. Fernandes**

Office of the President, Guilford College