



GROSSMONT-CUYAMACA  
COMMUNITY COLLEGE DISTRICT

## Special DEC & DSP&BC Councils Meeting

Monday, March 11, 2013, 4:00 – 5:00 PM  
Cuyamaca College Student Center, I-208, 209

### AGENDA

---

4:00 to 4:10 PM	<b>Background and Expectations</b>
4:10 to 4:20 PM	<b>GCCCD Employee Compensation Philosophy and Goals History of Compensation Studies</b>
4:20 to 4:30 PM	<b>Explanation &amp; Discussion: <i>Former Proposal for Salary Schedule Modification - Confidential Administrators and Educational Administrators</i></b>
4:30 to 4:50 PM	<b>Discussion: Potential Approaches to Meet Compensation Goal</b>
4:50 to 5:00 PM	<b>Next Steps</b>

---

### Background and Context

➤ **GCCCD Compensation Philosophy & Goals**

GCCCD is committed to having competitive compensation combined with excellent healthcare and retirement benefits.

Total Compensation approach (includes Salary and Benefits)

- Only 3 of the 9 comparable districts pay 100% for employee plus dependents for medical, dental, and vision benefits\*
- GCCCD pays \$15,127 per employee (2012-13)

*The mutual objective shall be for bargaining unit member compensation to be at the 50<sup>th</sup> percentile of comparable agencies. (CSEA 2010 CBA)*

➤ **(Recent) History of GCCCD Compensation Analysis**

- **2010 RFP for Compensation Study (Ewing. 2011)**
- **Benchmark Colleges (agreed by all groups except AFT)**

Coast CCD	San Bernardino CCD
Palomar CCD	San Diego CCD
North Orange Co. CCD	Southwestern College
Rancho Santiago CCD	Ventura County CCD
Riverside CCD	

➤ **Why did we start with Confidential and Educational Administrators?**

- Immediate critical need (searching for 3 VPs, 9 Deans)
- Extreme issues with Recruitments
  - Few qualified applicants
  - Failed and extended searches
  - High costs in terms of disruption of services, recruitment costs, committee time
- High turnover/retention challenge
  - Current turnover >50% (should be closer to 15%)
  - Multiples causes, but salary is clearly a key issue
- Accreditation Concerns
  - Mentioned in the 2 previous ACCJC reports to GC
  - Danger of being sanctioned Fall 2013
- Starting to Develop a Negative Reputation
- Salary analyses, state data, applicant feedback consistently show these group as most out of sync with peers
  - Deans & VPs: GCCCD is *lowest* of 9 benchmark districts
  - VPs salaries 15% *below median*
  - Deans salaries 17.5% *below median*
  - Multi-College Districts surveyed by ACCCA
    - VPs: GCCCD is *4th from bottom*
    - Deans: GCCCD is *2nd from bottom*
  - Deans take pay cuts for VP position
  - Faculty take pay cut for Dean position
- Proposal included salary schedule modifications for 2 groups:
  - Confidential Administrators (Vice President, Assoc Vice Chancellor)
  - Educational Administrators (Sr. Dean, Dean, Assoc. Dean)
  - Did NOT include Chancellor's Cabinet (Chancellor, President, Vice Chancellor)

➤ **Potential Approaches to Meet Compensation Goals**

- Total Compensation Goal:
  - Competitive compensation (50<sup>th</sup> percentile of benchmark group)
  - Excellent health and welfare benefits
- Start with greatest need (based on variance below peer group, hiring challenges, availability of qualified applicants, critical effect on institution's ability to meet its mission)
- Focus on student learning and success
- **STEPS:** Salary Equity Taskforce (SET) charged with the following:
  - Take existing data
  - Update and verify
  - Identify greatest outliers and greatest needs
  - Analyze costs for implementation
  - Draft solutions for each challenge (problem may be with a whole schedule, with a single classification, or with a single job)
  - Develop Districtwide plan for addressing salary equity for all employee groups, including phasing and communication

\*Benefits of 9 Comparable Districts

- Medical, Dental, & Vision
  - Only 3 Districts pay 100% for employee + dependents
  - Others require employees to pay (depending on plan chosen, number of dependents): \$50/month for each dependent, 1/2 of 1% base salary per employee, \$732/month for dependents, \$392-\$338/month

