

# UW-Eau Claire Faculty and Academic Staff Comprehensive Salary Plan for 2013-2015

## 1. Participation in the Comprehensive Salary Plan

The following policies apply to all continuing faculty and academic staff at the UW-Eau Claire. All policies apply only to funds remaining after any minimums mandated by the State or Board of Regents are distributed.

## 2. Promotion

Salary adjustments (academic year basis) for promotion in faculty rank will be provided from base funds according to the Table 1 (shown below). Where appropriate, the corresponding fiscal year adjustment will be used. Adjustments will be applied no later than the effective date of this plan.

**Table 1. Promotion Salary Adjustments**

Promotion To	Salary Adjustment for 13-15	Rationale for adjustments
Full Professor	\$7,540	14.5% of 11-12 Assistant Professor Median
Associate Professor	\$4,940	9.5% of 11-12 Assistant Professor Median
Assistant Professor	\$2,860	5.5% of 11-12 Assistant Professor Median

Salary adjustments for promotion for academic staff will be provided from base funds at 10% of the incumbent's salary.

## 3. Educational Attainment

As permitted by UW-Eau Claire practice and UW System policy, salary adjustments for documented educational attainment will be provided from base funds for faculty and instructional academic staff, and for administrative and professional academic staff, where applicable. (For example, attainment of the Ph.D. may result in a \$1,000 adjustment.)

## 4. Salary Minima

Provision will be made for salary adjustments from base funds according to Table 2 (shown below) for placing faculty at the UW System salary minima by rank and for placing instructional academic staff at the UW-Eau Claire salary minima by title. In the case that UW System salary minima are higher than those shown below, the higher UW System minima shall prevail. Provision will be made for salary adjustments to place administrative and professional academic staff at the UW System salary minima by grade.

**Table 2. Salary Minima**

Faculty (9 month)		Instructional Academic Staff (9 month)	
Professor	\$54,100	Senior Lecturer	\$40,575
Associate Professor	\$44,800	Lecturer	\$33,600
Assistant Professor	\$41,000	Associate Lecturer	\$30,750
Instructor	\$32,250		

## 5. Salary Adjustments from the Pay Plan

If the State of Wisconsin awards any amount above 1%, the Comprehensive Salary Plan is enacted. If the award is 1% or less, the amount will be distributed across the board for anyone rated solid performance or higher.

Salary adjustments shall be based on criteria for periodic performance review as identified in the appropriate sections of the University of Wisconsin – Eau Claire *Faculty and Academic Staff Rules and Procedures*.

5.1 Table 3 indicates the approximate funds available under each UW-Eau Claire category assuming *any* pay plan percentage increases. The total pool of salary adjustment dollars is distributed based on performance (90%) and at the Chancellor's discretion as the *Chancellor's Discretionary Fund* for equity (10%). The performance portion is distributed based on the individual employee's salary rating, as assigned by their immediate supervisor, according to the guidelines in section 5.3. The estimated salary increase is adjusted for multiplier factors based on longevity and compression.

**Table 3. Distribution of Unclassified Staff Salary Adjustment Funds**

Distribution of Salary Components				Multiplier factors	
Rank	<i>Discretionary</i>	<i>Performance Portion</i>		Longevity	Compression
	Equity	Merit	Solid Performance		
Full Professor	10%	65%	25%	0.4 <sup>a</sup>	4
Associate Professor.	10%	65%	25%	0.4 <sup>a</sup>	2.5
Assistant Professor	10%	65%	25%	0.4 <sup>a</sup>	1
Senior Lecturer	10%	65%	25%	0.4 <sup>a</sup>	
Lecturer	10%	65%	25%	0.4 <sup>a</sup>	
Associate Lecturer	10%	65%	25%	0.4 <sup>a</sup>	
APAS, Limited	10%	45%	45%	0.15 <sup>b</sup>	

<sup>a</sup> longevity based on years of employment at UWEC in current rank (for faculty) or at current title (for IAS).

<sup>b</sup> longevity based on WRS of years of service.

For faculty and instructional academic staff, the multiplier factors for *compression* and *longevity* are meant to address salary stagnation and the infrequency of salary adjustments. The *compression* portion of the adjustment mitigates salary inversion between ranks, and the *longevity* portion of the adjustment recognizes the length of employee’s service at each rank. Each individual faculty member’s merit rating is weighted by the *compression* adjustment (based on the individual’s current rank) then adjusted for *longevity* per years served in the current rank.

For academic and professional academic staff and limited appointments without faculty status, the multiplier factor for *longevity* is meant to address both compression and salary stagnation due to infrequency of salary adjustments. Each individual staff member’s *total years of service* is weighted by the multiplier factor for *longevity*. *Total years of service* is defined as the creditable years of service as maintained by the Wisconsin Retirement System (WRS).

## 5.2 Performance Salary Adjustments for Staff under Alternative Salary Plans

The departments/units listed below (hereafter referred to as the Alternative Salary Plan List) are governed by specific alternative salary plans.

- College of Business
- Housing and Residence Life

Each department/unit on the Alternative Salary Plan List must choose, through its normal governance structure, to distribute annual performance salary adjustments following either the policies of the Comprehensive Salary Plan or its existing “alternative pay plan” policies. If a department/unit from the Alternative Salary Plan List chooses to follow the Comprehensive Salary Plan, that decision is irreversible and the department/unit will be permanently removed from the Alternative Salary Plan List.

## 5.3 Performance Salary Adjustments

Each immediate supervisor shall distribute to his/her supervisees a pool of salary adjustment dollars (hereafter called the *performance pool*) equal to ninety percent (90%) of the pay plan increase generated by the base salaries of eligible supervised staff. The definition of immediate supervisor and immediate supervisees is shown in Table 4.

**Table 4. Definition of Supervisory Relationships**

<b>Immediate Supervisor</b>	<b>Immediate Supervisees</b>
Department Chair(s)	All continuing faculty and instructional academic staff of the department.
Unit Director(s)	All continuing administrative and professional academic staff of the unit
College Dean(s)	All Department Chairs and Limited Appointments who report to the Dean.
Division Administrator (Provost and Vice Chancellors)	All Directors, College Deans and Limited Appointments who report to the respective Division Vice Chancellor or equivalent.
Chancellor	All Limited Appointments who report to the Chancellor.

Under the policies of this section, each immediate supervisor will assign a *salary rating* to each staff member under his/her supervision according to the following scale as shown on Table 5.

**Table 5. Salary Rating Scale**

<b>Rating</b>	<b>Meaning</b>	<b>Eligible for:</b>
4	Meritorious performance (UW-System “Merit”)	Eligible for merit (see below)
3		
2		
1	Solid performance (UW-System “Solid Performance”)	Not eligible for merit.
0	Unsatisfactory performance (UW-System “Across the Board”)	No raise

The immediate supervisor, in consultation with the affected staff, shall define the criteria for each salary rating and may choose to refine the scale (shown above in Table 5) by adding additional levels within each rating (i.e., 3.1, 3.2, and so on).

**Merit Adjustments**

Each immediate supervisor in consultation with the affected staff must select one of four *merit models* for use in distributing the merit pool. This should be determined in either a Department or Unit planning meeting in the beginning of the year when department or unit evaluation plans are created.

- **Flat Dollar:** Merit pool salary adjustments increase in constant dollar increments with each increase in the salary rating. The exact amount of the constant dollar increase depends on the size of merit salary pool and the number of people receiving each of the salary ratings. This is the default model to be used when a department (i.e. those that contribute to the same performance pool) fails to select a particular merit model.

$$\text{Merit Pay}_i = \frac{\text{Merit Pool}}{\sum_{j=1}^{\text{\# Faculty}} (\text{Rating}_j * (\text{Compression} + (\text{Years}_i * \text{Longevity})))} * (\text{Rating}_i * (\text{Compression} + (\text{Years}_i * \text{Longevity})))$$

**Fixed Dollar:** Merit pool salary adjustments increase in a constant fixed increment with each increase in the salary rating. The immediate supervisor, in consultation with the affected staff, must specify the amount of the fixed increment (e.g., \$400 dollar increments). The exact amount of the fixed dollar award limits the number of people that can receive each of the salary ratings based on the total amount of salary adjustment dollars available. Any partial award amounts left over after distribution of the fixed dollar awards shall be distributed with the solid performance pool.

$$Merit Pay_i = Merit Value * (Rating_i * (Compression + (Years_i * Longevity)))$$

The *Merit Value* is set by the department (i.e., \$100). The Fixed Model is considered “invalid” if it attempts to distribute more funding that is available in the *Merit Pool*.

- **Percentage:** Merit pool salary adjustments increase in constant percentage increments with each increase in the salary rating. The exact amount of the constant percentage increase depends on the size of the merit salary pool and the number of people receiving each of the salary ratings. The adjustment is estimated using the following formula

$$Merit Pay_i = \frac{Merit Pool}{\sum_{j=1}^{\# Faculty} (Salary_j * (Rating_j * (Compression + (Years_j * Longevity))))} *$$

Caveats:

- Actual calculation uses  $(Rating_i - 1)$  to remove individuals with 1.0 or less who should not receive merit pay.
  - *Compression* is determined by person’s rank.
  - *Longevity* is the minimum of (years at rank, maximum longevity) to cap longevity for Associate and Assistant professors. Full professors do not have a maximum longevity.
- **Flat/Percentage Combination:** Merit pool salary adjustments increase in two distinct lines with each increase in the salary rating. One line increases following the flat-dollar model. The other line increases following the percentage performance salary adjustment model. The immediate supervisor, in consultation with the affected staff, must specify the portion of the merit pool that should be distributed following the flat-dollar model with the remaining portion of the merit pool being distributed following the percentage model.

Each staff member receiving a salary rating above solid performance (i.e., greater than “1”) shall be awarded a merit salary adjustment proportional to the merit portion of the salary rating. The selected merit model determines the amount of the salary adjustment.

Each immediate supervisor shall assign a salary rating to each staff member under his/her supervision. This rating (not the actual salary increase amount), along with any documentation supporting this rating, shall be shared with the staff member at least five business days prior to submission to the next higher level of administration. During this time, the staff member may request a meeting with the immediate supervisor to appeal his/her salary rating and to review his/her salary rating relative to the other ratings (without names) assigned by the immediate supervisor. In the event that the immediate supervisor and the staff member cannot reach an agreement on an appropriate salary rating, the next higher supervisor shall meet with both the immediate supervisor and the staff member to arbitrate the disagreement. The decision of this arbitrating supervisor is final subject to the authority of the next level supervisor.

Each immediate supervisor shall complete and submit, through the normal administrative channels, an electronic Salary Adjustment Form to the Provost and Vice Chancellor indicating each individual staff member’s salary rating, and the merit salary adjustment model to be used for distribution of the merit pool within the department. The immediate supervisor shall maintain documentation indicating why each staff member received the final submitted salary rating. Each subsequent supervisor must accept or not accept the submitted salary ratings. If the salary ratings are accepted, the Salary Adjustment Form is submitted to the next level of administration. If the salary ratings are not accepted, the objecting supervisor shall work with all preceding supervisors (down to and including the department chair) to modify the salary ratings so that they are acceptable by the objecting supervisor and all preceding supervisors. In the event that acceptable ratings cannot be generated, the next higher supervisor above the objecting supervisor shall arbitrate the disagreement. The decision of this arbitrating supervisor is final subject to the authority of the next level supervisor.

The Office of the Provost and Vice Chancellor shall be responsible for development, maintenance, and distribution of the electronic Salary Adjustment Form and shall be responsible for the official dissemination of the actual salary adjustment amounts (based on the salary plan increase, the department's chosen merit salary adjustment model, and the immediate supervisor's submitted salary ratings).

#### **5.4. Equity Adjustments Policies and Procedures for All Faculty, Academic Staff, and Limited Appointments**

Up to ten percent (10%) of the Pay Plan increase (see earlier table) shall be distributed to address individually documented cases of salary inequities as defined herein in accordance with the following policies. The Equity pools include any and all funds distributed under the UW-System *Chancellor's Discretionary Fund* category.

All equity adjustment recommendations must be submitted using the Equity Adjustment Recommendation form. All recommendations are to be based on the merits of the inequity case and not based on the presumed funds available. Equity adjustments shall be given to the selected (i.e., top *n*) faculty or academic staff members proportional to the final recognized salary inequity (as determined by the Division Administrator).

Department Chairs and Unit Directors are responsible for submitting a ranked list of recommendations to their immediate supervisors. Each individual staff member may request recommendation by his/her Department Chair or Unit Director.

Each subsequent administrator is responsible for ranking and forwarding the entire list of recommendations received (including any supporting materials submitted) to the next level of administration. Each administrator may add additional recommendations, as deemed appropriate. Each administrator may attach additional information to the recommendation form as necessary to support his or her rankings and recommendations.

At the same time as recommendations are forwarded to the next administrator, the staff member shall be informed in writing of the recommendation forwarded on his/her behalf. The staff member shall have five business days during which to request a meeting with the administrator receiving the recommendation to discuss any concerns over the recommendation forwarded on his/her behalf.

Each Division Administrator (Provost, Vice Chancellors and Chancellor) shall create a complete ranked list of recommendations including all recommendations submitted by lower administrators. Based on the funds available and the amount of equity adjustments requested per division, the top *n* equity recommendations for each division will be recommended for funding.

#### **5.5 Periodic Post-Tenure Compression Salary Adjustment Policies and Procedures for Faculty**

Tenured faculty are eligible for a compression salary adjustment if (1) they received a performance rating of 1.0 or higher, (2) they have undergone a post-tenure review in the same fiscal year, (3) they have been employed at UW-Eau Claire in a 50% or more appointment for at least 5 continuous years (as defined in UWEC 3.04 of the *Faculty and Academic Staff Handbook*), (4) they have not received a salary adjustment for change of position or rank in the last five years, and (5) they would not normally be eligible for promotion. The phrase "not normally eligible for promotion" is used to ensure that employees in special circumstances may be evaluated for participation in the post-tenure review salary adjustment process. An employee who receives a compression salary adjustment is ineligible for a promotion salary adjustment for the subsequent five-year period. Limited appointments with faculty status are included only when the salary rate for their current position is approximately 11/9ths of their academic year salary rate.

Eligible faculty may be recommended for a compression salary adjustment based on the outcome of their post-tenure review. Following the post-tenure review, and at the request of the faculty member, the immediate supervisor shall recommend a specific salary adjustment from Table 6.

**Table 6. Distribution of Periodic Post-Tenure Compression Salary Adjustments**

Anticipated Distribution	Level of performance	Post-Tenure Review Salary Adjustment
15%	Exemplary	\$3,000
40%	Outstanding	\$2,600
	Meritorious	\$2,000
	Less than meritorious	\$0

The recommendation, along with documentation supporting it (including the report resulting from the post-tenure review and if applicable student evaluations of instruction), shall be shared with the faculty member at least five business days prior to submission to the next level of administration. During that time, the faculty member may request a meeting with the immediate supervisor to appeal his/her recommendation. In the event that the immediate supervisor and the faculty member cannot reach an agreement on an appropriate recommendation, the next highest administrator shall meet with both the immediate supervisor and the faculty member to arbitrate the disagreement. The decision of this administrator is final.

Each subsequent administrator is responsible for reviewing all recommendations received and forwarding those recommendations (including any supporting materials) to the next level of administration. Each administrator may raise or lower the recommendation based on a cumulative comparative analysis of all submitted recommendations. Each administrator may attach additional information to the received recommendations, as necessary, to support his/her recommendations.

At the same time as the recommendation is forwarded to the next level of administration, all lower levels (including the faculty member) shall be informed in writing as to the recommendation forwarded on the faculty member's behalf. The faculty member shall have five business days during which to request a meeting with the administrator receiving the recommendation to discuss any concerns over the forwarded recommendation.

Based on a cumulative comparative analysis of all submitted recommendations, the availability of funds, and the expected distribution of adjustments (see next paragraph) the Provost and Vice Chancellor for Academic Affairs shall make recommendations for final salary adjustments and forward them to the Chancellor for approval. While the availability of funds is a necessary constraint, it is the intention of these policies that the final salary adjustment for each faculty member be based on merit and the expected distribution of adjustments. Only for the most compelling reasons should the availability of funds be used as a justification for reducing the number of faculty receiving each salary adjustment.

While it is anticipated that there will be fluctuations in the number of awards granted each year, it is expected that over time approximately 15% of those eligible each year will be identified as exemplary, 40% of those eligible each year will be identified as outstanding, and the majority of the remainder will be identified as meritorious. The exact number of awards should be determined by the performance of the individuals under consideration and should not be influenced by the availability of pay plan funds.

It is expected that the post-tenure review calendars of individual faculty members will need to be adjusted so as to more evenly distribute the number of faculty members eligible for a post-tenure review salary adjustment each year.

Periodic post-tenure compression salary adjustments salary adjustments will be funded using the *Chancellor's Discretionary Fund* (10% equity pool) in years when the state funds the pay plan. In years with no state funded pay plan, periodic post-tenure compression salary adjustments will be funded using university base funds.

**6. Salary Distribution Analysis Data**

Salary lists will be furnished to the Compensation Committee, along with additional salary plan analysis information, to analyze this plan prior to recommending future plans. This additional information includes a list of the department/rank compression adjustments, the academic staff longevity adjustments, and a list of equity salary adjustments by department/unit.

**7. Supplemental Pay Plan**

If approved, UW Eau Claire will implement a *supplemental pay plan*. The *supplemental pay plan* is not a state funded pay plan, but is funded using internal university funds. Depending on the state approval and the funds available within the university, salary adjustments may be one-time lump-sum adjustments, or may be ongoing base-funded salary adjustments.

Recommendations for salary adjustments under the supplemental pay plan are expected to be based solely on meritorious performance. Development, maintenance, and distribution of the plan will follow the same procedures described in sections 5.2 and 5.3 of the comprehensive salary plan.

**Table 7. Distribution of Supplemental Pay Plan Unclassified Staff Salary Adjustment Funds**

Rank	Distribution of Salary Components			Multiplier factors	
	<i>Discretionary</i>	<i>Performance Portion</i>		Longevity	Compression
	Equity	Merit	Solid Performance		
Full Professor	0	100%	0	0	0
Associate Professor.	0	100%	0	0	0
Assistant Professor	0	100%	0	0	0
Senior Lecturer	0	100%	0	0	
Lecturer	0	100%	0	0	
Associate Lecturer	0	100%	0	0	
APAS, Limited	0	100%	0	0	

The total pool of salary adjustment dollars (100%) is distributed based on *merit* performance, as shown in Table 7. Under the policies set forth in section 5.3, each immediate supervisor will assign a *salary rating* between zero and four, to each staff member under his/her supervision according to the process described in section 5.3. Total funds will be distributed based on merit only.