

UW-Eau Claire Faculty and Academic Staff Comprehensive Salary Plan for 2009-2011

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 shown below. Where appropriate, the corresponding fiscal year adjustment will be used.

Promotion To	Salary Adjustment for 09-11	Rationale for adjustments
Full Professor	\$5,750	10% of 08-09 Associate Professor Median
Associate Professor	\$3,830	7.5% of 08-09 Assistant Professor Median
Assistant Professor	\$2,150	5% of 08-09 Instructor Median

Salary adjustments for promotion for academic staff will be provided from base funds at 8.75% 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 the table 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.

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

5. Salary Adjustments from the Pay Plan

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 Handbook*.

The following tables indicate the approximate funds available under each UW-Eau Claire category assuming specific pay plan percentage increases. Unused *Equity* funds shall be distributed as *Longevity* for administrative and professional academic staff and as *Compression* for faculty and instructional academic staff. If the Pay Plan increase is two percent or less, no merit is available, and the full increase is distributed to Solid Performance. Should the actual Pay Plan increase fall between rows of these tables (e.g., 2.50%), the approximate funds available under each UW – Eau Claire category shall be determined by interpolation. For Administrative and Professional Academic Staff, from 2.01% to 3.49%, only one merit is available; from 3.50% to 4.99%, one or two merits are available; and at 5.00% or above, one, two, or three merits are available. Each merit/market award shall be in the amount of \$400.

Administrative and Professional Academic Staff Funds

Percent Increase	Merit/Market				Solid Performance
	Longevity/Equity	Merit			
		One	Two	Three	
2.00	0.00	0.00	0.00	0.00	2.00
2.01	0.20	0.47	0.00	0.00	1.33
3.00	0.30	0.70	0.00	0.00	2.00
3.50	0.35	0.82		0.00	2.33
4.00	0.40	0.93		0.00	2.67
5.00	0.50	1.17			3.33
6.00	0.60	1.40			4.00
	<i>Longevity/Equity Pool</i>	<i>Performance Pool</i>			

Faculty and Instructional Academic Staff Funds

Percent Increase	Merit/Market		Solid Performance
	Compression/Equity	Merit	
2.00	0.00	0.00	2.00
2.01	0.20	0.47	1.33
3.00	0.30	0.70	2.00
4.00	0.40	0.93	2.67
5.00	0.50	1.17	3.33
6.00	0.60	1.40	4.00
	<i>Compression/Equity Pool</i>	<i>Performance Pool</i>	

5.1 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
- Department of Philosophy and Religious Studies
- 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.

5.2 Performance Salary Adjustments for Administrative and Professional Academic Staff and Limited Appointments without Faculty Status

Solid Performance Adjustments

Individuals who receive a satisfactory performance evaluation shall receive a *Solid Performance* salary adjustment of 67% of the full Pay Plan increase).

Merit Adjustments

Supervisors (directors, department chairs, or equivalent) are responsible for nominating individuals for *Merit* adjustments in consultation with immediate supervisors, where applicable. Ranked lists of nominees will be submitted by supervisors through successive levels of supervision up to the Vice Chancellors. The supervisors at each level, honoring the relative order of rankings sent to them, shall prepare a consolidated ranked list of nominees to be forwarded to the next level. The Vice Chancellors and Associate Vice Chancellors are responsible for nominating directors.

Merit adjustments shall be based on documented exceptional performance within the evaluation areas listed in the appropriate section of the UW – Eau Claire *Faculty and Academic Staff Handbook*. Each merit award shall be \$400; the maximum number of \$400 awards available will be determined by dividing the total amount available for *Merit* awards by 400. Unused *Merit* funds shall be distributed as longevity.

Each supervisor (director, department chair, or equivalent), in consultation with immediate supervisors, where applicable, shall recommend a *Solid Performance* or *Merit* adjustment for each staff member. This salary recommendation, along with any supporting documentation, shall be shared with the staff member at least five business days prior to submission to the next higher level administrator. During this time, the staff member may request a meeting with the supervisor to appeal his/her salary recommendation and to review his/her salary recommendation relative to the other recommendations (without names) assigned by the supervisor. In the event that the supervisor and the staff member cannot reach an agreement on an appropriate salary recommendation, the next higher supervisor shall meet with both the 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. The Vice Chancellors shall determine the final list of approved merit recommendations.

The Office of the Provost and Vice Chancellor shall be responsible for development, maintenance, and distribution of the Salary Adjustment Form and shall be responsible for the official dissemination of the actual salary adjustment amounts (based on the Pay Plan increase and the agreed upon submitted salary recommendations).

5.3 Performance Salary Adjustments for Faculty, Instructional Academic Staff, and Limited Appointments with Faculty Status

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 the following table.

Immediate Supervisor	Immediate Supervisees
Department Chair(s)	All continuing faculty and instructional academic staff of the department.
College Dean(s)	All Department Chairs and Limited Appointments with faculty status (e.g., eligible Assistant/Associate Deans) that report to the Dean.
Provost and Vice Chancellor	All College Deans and Limited Appointments with faculty status (e.g., eligible Assistant/Associate Vice Chancellors) that report to the Provost and Vice Chancellor.
Chancellor	All Limited Appointments with faculty status (e.g., eligible Vice Chancellors or Special Assistants) that report to the Chancellor.

Under the policies of this section, each immediate supervisor will assign a *salary rating* to each faculty and instructional academic staff member under his/her supervision according to the following scale.

Rating	Meaning
4	Meritorious performance (UW-System “Merit”)
3	
2	
1	Solid performance (UW-System “Solid Performance”)
0	Unsatisfactory performance (UW-System “Across the Board”)

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

Solid Performance Adjustments

Each staff member receiving a salary rating of at least solid performance (i.e., greater than or equal to “1”) shall receive a *Solid Performance* salary adjustment as a percentage increase equal to 67% of the full Pay Plan increase unless the Pay Plan is two percent or less, in which case the entire Pay Plan shall be distributed based on solid performance.

Merit Adjustments

For a Pay Plan greater than two percent, each immediate supervisor shall distribute 23% of the full pay plan increase based on merit (the funds represented by 23% of full salary plan are called the *merit pool*). Each immediate supervisor in consultation with the affected staff must select one of four *merit models* for use in distributing the merit pool.

- **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.
- **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.
- **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.
- **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, Compression, and Longevity Salary Adjustments

Up to ten percent (10%) of the Pay Plan increase (see earlier tables) shall be distributed to address salary compression (as defined in Section 5.4.3), longevity (as defined in Section 5.4.2), and individually documented cases of salary inequities (as defined in Section 5.4.1) in accordance with the following policies. The combined 10% pool for faculty, instructional academic staff, and limited appointments with faculty status is hereafter referred to as the *Compression/Equity pool*. The combined 10% pool for administrative and professional academic staff is hereafter referred to as the *Longevity/Equity pool*. The Compression/Equity and the Longevity/Equity pools include any and all funds distributed under the UW-System *Chancellor's Discretionary Fund* category.

5.4.1 Equity Salary Adjustment Policies and Procedures for All Faculty, Academic Staff, and Limited Appointments

Up to five percent (5%) of the Pay Plan funds may be distributed for equity adjustments. All equity adjustment recommendations must be submitted using the Equity Adjustment Recommendation form. Department Chairs and Unit Directors are responsible for submitting a ranked list of recommendations to their immediate supervisors. Each individual faculty or academic 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 faculty or academic staff member shall be informed in writing of the recommendation forwarded on his/her behalf. The faculty or academic 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.

All recommendations delivered to the Provost are to be based on the merits of the inequity case and not based on the presumed funds available.

The Provost 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, the Provost shall select the top n equity recommendations for funding. 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 Provost and Vice Chancellor).

5.4.2 Longevity Salary Adjustment Policies and Procedures for Administrative and Professional Academic Staff and Limited Appointments without Faculty Status

After all equity adjustment awards have been determined, and any unused *Merit* funds have been added; the remaining funds from the Longevity/Equity pool shall be distributed according to the following policies. All continuing administrative and professional academic staff members (and limited appointments without faculty status) with a solid performance evaluation or higher are eligible.

The *total years of service* for each eligible staff member is defined as the creditable years of service before account division maintained by the University of Wisconsin Retirement System.

The *solid-performance-adjusted years of service* are defined as the total years of service less the total number of years during which the staff member received less than a solid performance salary adjustment.

The Office of the Provost and Vice Chancellor shall distribute the longevity portion of the Longevity/Equity pool to all eligible staff as flat-dollar awards proportional to each staff member's solid-performance-adjusted years of service.

5.4.3 Compression Salary Adjustment Policies and Procedures for Faculty, Instructional Academic Staff, and Limited Appointments with Faculty Status

The Compression portion of the Compression/Equity pool shall be set at \$32,000 and distributed according to the policies below. This pool shall be funded using up to five percent of the Pay Plan increase and shall be augmented with

base funds, as necessary, to achieve the \$32,000 total. When five percent of the Pay Plan increase generates more than \$32,000, the excess funds shall be used to augment the Equity portion of the Compression/Equity pool (which may increase the total Equity pool to more than five percent of the Pay Plan increase). Should the Equity pool exceed the recommended equity adjustments, the remainder of the Equity pool shall be added to the Merit portion of this salary policy.

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 the following table.

Anticipated Distribution	Level of performance	Post-Tenure Review Salary Adjustment
15%	Exemplary	\$2,000
40%	Outstanding	\$1,400
	Meritorious	\$1,000
	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.

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.