

UW-Eau Claire Faculty and Academic Staff Comprehensive Salary Plan for 2019-2021

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. Faculty Promotion Salary Adjustments

| Promotion To | Salary Adjustment for 2019-2021 |
|---------------------|---------------------------------|
| Professor | \$7,540 |
| Associate Professor | \$4,940 |
| Assistant Professor | \$2,860 |

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

3. Post-Tenure Salary Adjustment Policies and Procedures for Faculty

Salary adjustments (academic year basis) for promotion in post-tenure review will be provided from base funds.

Eligible faculty will receive a post-tenure salary adjustment (academic year basis) based on the outcome of their post-tenure review and their assigned Category of Performance. The faculty member will receive a specific salary adjustment from Table 2 for faculty at the rank of professor and from Table 3 for faculty at the rank of associate or assistant professor. For faculty employed at less than 1.0 FTE, the amounts in Tables 2 and 3 will be scaled according to percentage of FTE.

Table 2. Post-Tenure Salary Adjustments for Full Professors

| Category of Performance | Post-Tenure Review Salary Adjustment |
|----------------------------|--------------------------------------|
| Meets Expectations | \$2,000 |
| Does Not Meet Expectations | \$0 |

Table 3. Lump Sum Post-Tenure Salary Adjustments for Associate or Assistant Professors

| Category of Performance | Post-Tenure Review Lump Sum Award |
|----------------------------|-----------------------------------|
| Meets Expectations | \$750 |
| Does Not Meet Expectations | \$0 |

The post-tenure salary adjustments reflected in Tables 2 and 3 are intended as a "Response to Competitive Factors" as outlined in UPS Operational Policy: TC 3, and recognized in Regent Policy Document 20-9.

5. Salary Minima

Provision will be made for salary adjustments from base funds according to Table 4 (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 4. Salary Minima

| Faculty (9 month) | | Instructional Academic Staff (9 month) | |
|---------------------|----------|--|----------|
| Professor | \$55,200 | Senior Lecturer | \$41,400 |
| Associate Professor | \$45,700 | Lecturer | \$34,275 |
| Assistant Professor | \$42,000 | Associate Lecturer | \$30,750 |

6. Salary Adjustments from the Pay Plan

Salary adjustments will be distributed following any guidelines issued by the Board of Regents. A Pay Plan that is 1% or less is typically 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*.

6.1 Distribution

Table 5 indicates the approximate funds available under each UW-Eau Claire category assuming *any* pay plan percentage increases. The total salary adjustment dollars are distributed based on performance (85%) and at the Chancellor’s discretion as the *Chancellor’s Discretionary Fund* for equity (15%). 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 6.2.

Table 5. Distribution of Unclassified Staff Salary Adjustment Funds

| <i>Discretionary Portion</i> | <i>Performance Portion</i> | |
|------------------------------|----------------------------|--------------------------|
| Equity | Merit | Solid Performance |
| 15% | 50% | 35% |

6.2. Performance Salary Adjustments

Each immediate supervisor shall distribute to his/her supervisees a portion of salary adjustment dollars (hereafter called the *performance portion*) equal to eighty-five percent (85%) 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 6.

Table 6. Definition of Supervisory Relationships

| Immediate Supervisor | Immediate Supervisees |
|---|--|
| 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 7.

Table 7. Salary Rating Scale

| Rating | Meaning | Eligible for: |
|---------------|---|--------------------------------|
| 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 7) by adding additional levels within each rating (i.e., 3.1, 3.2, and so on). In such cases, rating of 2.0 or above is required to receive a merit adjustment.

Each immediate supervisor shall assign a salary rating to each staff member under his/her supervision. This rating (not the actual salary 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.

Merit Adjustments

Each immediate supervisor in consultation with the affected staff must select a ratio to use in distributing merit funding using a flat dollar formula, percentage formula, or a combination of the two. This ratio 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. For example, a 100/0 ratio indicates that the department wants only the flat dollar formula to be used, a 0/100 ratio indicates that the department wants only the percentage formula to be used, while a 50/50 ratio indicates that half of the money should be distributed according to the flat dollar formula, and half according to the percentage formula.

- **Flat Dollar Formula:** Merit portion 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 portion and the number of people receiving each of the salary ratings. The formula calculates the merit pay dollars for employee *i* based on their performance rating, the total merit portion dollars for the unit, and the sum of the ratings of all *n* employees in the unit.

$$\text{Merit Pay for Employee} = \frac{\text{Merit Dollars for Unit}}{\text{Sum of all Unit Employee Ratings}} \times \text{Employee's Rating}$$

For example, in a fictional unit with 3 employees and \$1000 to distribute based on flat dollar merit, where Employee A was rated 3.2, Employee B was rated 2.2, and Employee C was rated 4.0. Then the sum of all Unit employee ratings is $3.2 + 2.2 + 4.0 = 9.4$. Then Employee A receives $(\$1000/9.4)*3.2 = \340.42 , Employee B receives $(\$1000/9.4)*2.2 = \234.04 , and Employee C receives $(\$1000/9.4)*4.0 = \425.53 .

- **Percentage Formula:** Merit portion salary adjustments increase in constant salary 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 portion and the number of people receiving each of the salary ratings. The adjustment for employee *i* is calculated using the following formula based on their performance rating, the total merit portion dollars for the unit, and the salaries and ratings of all *n* employees in the unit.

$$\text{Merit Pay for Employee} = \frac{\text{Merit Dollars for Unit}}{\text{Sum of each Unit Employee's Rating} \times \text{Salary}} \times \text{Employee's Rating} \times \text{Employee's Salary}$$

For example, the same fictional unit has 3 employees and \$1000 to distribute based on percentage merit, where Employee A was rated 3.2 with a salary of \$42,000, Employee B was rated 2.2 with a salary of \$50,000, and Employee C was rated 4.0 with a salary of \$28,000. Then the denominator of the percentage formula is $(3.2*42,000 + 2.2*50,000 + 4.0*28,000) = 356,400$. Then Employee A receives $(\$1000 / 356,400)*3.2*42,000 = \377.10 , Employee B receives $(\$1000/356,400)*2.2*50,000 = \308.64 , and Employee C receives $(\$1000/356,400)*4.0*28,000 = \314.25 .

A 50/50 split (the split most commonly chosen in earlier iterations of the Pay Plan) would allocate 50% of the money to be distributed via the Flat Dollar formula, and 50% of the money to be distributed via the Percentage formula. The 50/50 model is the default unless the department/unit chooses another. For example, if the same fictional unit chose a 50/50

split, then each employee receives 50% of the increase they would have received under the Flat Dollar formula, and 50% of the amount they would have received under the Percentage formula. Employee A would receive $(.5 * \$340.42 + .5 * \$377.10) = \$358.76$, Employee B would receive $(.5 * \$234.04 + .5 * \$308.64) = \$271.34$, and Employee C receives $(.5 * \$425.53 + .5 * \$314.25) = \$369.89$.

Each immediate supervisor shall complete and submit, through the normal administrative channels, an electronic Salary Adjustment Form to the division administrator indicating each individual staff member's salary rating, and the merit salary adjustment model to be used for distribution of the merit portion 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, in conjunction with the Office of Budget and Finance, 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).

6.3. Equity Adjustments Policies and Procedures for All Faculty, Academic Staff, and Limited Appointments

15% of the Pay Plan increase (see Table 5) shall be distributed to address cases of internal salary inequity. For the purpose of this pay plan, "internal salary inequity" refers to base rate salary or hourly pay differences within the university, among individuals with comparable job descriptions and/or teaching disciplines, that cannot be explained by factors such as rank, education, training, and job performance.

An employee may only receive an internal equity adjustment if the employee has a rating of "solid performance" or higher for the current performance evaluation. Employees are excluded from this process if they have received a rating below "solid performance" or are on a Performance Improvement Plan for the current performance evaluation.

Process

In the event that a pay plan is approved, all employees must be notified that a salary adjustment process will be underway, and that equity adjustments may be made. Division administrators will distribute to each immediate supervisor, as shown in Table 6:

1. A list of all employees under their supervision, with current base rate salary information; and
2. A template to be used for submitting a ranked list of equity adjustment recommendations.

Individual employees may request recommendation by their immediate supervisor, but such an appeal is not necessary in order to be included on the ranked list. Immediate supervisors are responsible for submitting a ranked list of initial equity adjustment recommendations to their respective supervisors. The list shall provide a recommended equity adjustment amount for each individual recommended, and a short rationale that addresses the internal salary difference being addressed, with appropriate reference to other relevant factors such as rank, education, training, job performance, etc. These recommendations will be forwarded through successively higher levels of administration. Each administrator may revise adjustment amounts as deemed appropriate, in order to provide rational response to the inequity cases addressed by different supervisors.

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.

7. Salary Distribution Analysis Data

Salary lists will be furnished to the Compensation & Budget Committee, along with additional salary plan analysis information, to analyze this plan prior to recommending future plans.

8. Additional Compensation Plans

The University Senate Compensation & Budget Committee will be consulted on the process and procedures for application and distribution of any compensation plans that are funded entirely by internal university funds. Distribution can either be as lump-sum or base salary adjustments.