

UW-Eau Claire Faculty and Academic Staff Modified Comprehensive Salary Plan for 2017-2019

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 17-19	Relative Size of Adjustments
Full Professor	\$7,540	13.5% of 16-17 Assistant Professor Median
Associate Professor	\$4,940	8.9% of 16-17 Assistant Professor Median
Assistant Professor	\$2,860	5.1% of 16-17 Assistant Professor Median

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 (Faculty and Academic Staff Handbook, Part III, Article 5, Section B.2.f.8a). The faculty member will receive a specific salary adjustment from Table 2 for faculty at the rank of full 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 Table 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
Exceeds Expectations	\$3,000
Meets Expectations	\$1,500
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
Exceeds Expectations	\$750
Meets Expectations	\$500
Does Not Meet Expectations	\$0

It is the intention of these policies that the final salary adjustment for each faculty member be based on merit. Because the definition of exceeds expectations is "significant level of accomplishment beyond what is normal for the institution" (*Regent Policy Document 20-9*), it is expected that over time most faculty will not be identified as "exceeds expectations."

4. 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.)

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 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).

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.

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. Performance Salary Adjustments for Staff under Alternative Salary Plans

Housing and Residence Life is governed by a specific alternative salary plan.

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

Up to fifteen percent (15%) of the Pay Plan increase (see Table 5) shall be distributed to address individual cases of salary inequities, ~~as defined herein in accordance with the following policies. The Discretionary Equity portion includes any and all funds distributed under the UW System Chancellor's Discretionary Equity Fund category. At least half of the equity portion shall address issues of external inequity with the remaining portion used to address issues of internal inequity. An employee may only receive an equity adjustment if the employee has maintained a satisfactory level of job performance. Employees on a Performance Improvement Plan (Disciplinary Review) or who received a rating below "solid performance" are excluded from this process.~~

~~Office of Institutional Research is responsible for calculating the individual cases of external salary inequity based on peer institution data (e.g. CUPA). Individual chairs and unit directors are not responsible for external equity calculations.~~

~~All internal equity adjustment recommendations must be submitted using the Internal 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.~~

For the 2018-2019 Pay Plan, equity will be distributed using the information used for equity adjustments in the previous and current year.

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. Supplemental Pay Plan

The Compensation & Budget Committee currently offers no recommendations for distribution of a supplemental pay plan.