Faculty Pay 2006–07

State/School	Prof. ($)	Assc. ($)	Asst. ($)	Inst./Lect. ($)	Avg. ($)	% Chng. (%)	Avg. Bene. ($)
BA+							
UNIVERSITY OF WISCONSIN-EAU CLAIRE	68.9	55.7	51.2	40.2	56.3	0.5	20.2
UNIVERSITY OF WISCONSIN-GREEN BAY	67.5	55.5	46.0	43.4	54.0	1.7	20.0
UNIVERSITY OF WISCONSIN-LA CROSSE	72.8	57.6	49.3	38.7	56.4	1.3	20.5
UNIVERSITY OF WISCONSIN-OSHKOSH	70.5	57.8	50.4	41.1	56.5	1.8	20.5
UNIVERSITY OF WISCONSIN-PARKSIDE	73.1	59.6	56.2	39.0	56.3	2.2	20.3
UNIVERSITY OF WISCONSIN-PLATTEVILLE	68.7	55.5	49.0	38.5	54.8	0.1	20.2
UNIVERSITY OF WISCONSIN-RIVERFALLS	64.3	56.5	50.9	42.2	57.1	0.3	20.6
UNIVERSITY OF WISCONSIN-STEVENS POINT	67.3	54.7	45.6	40.5	54.8	0.3	20.2
UNIVERSITY OF WISCONSIN-STOUT	71.9	55.5	49.7	41.3	55.6	2.0	20.3
UNIVERSITY OF WISCONSIN-SUPERIOR	64.6	53.1	48.6	38.7	53.5	1.5	19.7
UNIVERSITY OF WISCONSIN-WHITEWATER	71.7	57.8	54.0	43.9	56.7	2.2	20.5

Notes:
1. Based on data as reported by the institution.
2. Average salary for professor, associate professor, and assistant professor on 9/10 month contracts, in thousands of dollars.
3. Percent change in average faculty salary from 2004-05 to 2005-06.
4. Average benefits for faculty on 9/10 month contracts, in thousands of dollars.

UNIVERSITY *of* WISCONSIN Superior

Wisconsin's Leading Public Liberal Arts College

INTEROFFICE MEMORANDUM

TO: Faculty Senate

FROM: Pay Plan Subcommittee

DATE: November 20, 2008

SUBJECT: Multiyear Pay Plan Proposal

On September 23, 2008, the Chair of Faculty Senate called for volunteers to serve on the Pay Plan Subcommittee to design a multiyear package that addressed shortcomings in the current compensation system. The Committee was charged with reviewing an existing plan that failed to be passed by Faculty Senate and to either revise the plan and/or submit a new proposal. Four individuals volunteered to serve on the Committee to include Dr. Gary Sherman, Dr. George Wright, Dr. Priscilla Starratt, with Dr. Shaun Lynch as chair. The Committee convened on Monday, September 29, 2008.

The Committee examined and addressed the areas discussed in the prior pay plan proposal. The following report addresses: 1) salary compression, 2) promotion and post tenure salary adjustments, and 3) merit-based salary adjustments. For each area the Committee established guiding principles with rationales and proposed a course of action. In addition, the report presents a compensation model that facilitates analysis of salary compression suitable for planning and management.

The Pay Plan Subcommittee encourages the Faculty Senate to adopt this plan and to work with Administration in partnership to effectively implement a multiyear compensation program. Cooperation, open communication, and transparency will promote understanding and hopefully lead to an effective solution to a complex problem. The members of this Committee are committed to this dialog and look forward to answering questions members of the Senate may have.

INTRODUCTION

Any distribution of funds to individuals from a common source brings with it questions as to the fairness and efficiency of that distribution. Assuring distributive justice requires knowledge as to how benefits and burdens are distributed among members of a given community at a specific time and over time; this calls for 1) an analysis of the criteria by which that distribution is made and 2) a determination as to whether the concrete results of the application of those criteria are in fact fair and acceptable to those members.

Two sets of criteria have generally been used to determine the fairness of faculty compensation in the United States, namely, seniority and merit. The first, seniority, recognizes and rewards continued growth and maturation in the profession. Merit highlights and rewards specific sets of performances in teaching, research and service at specific points in an academic career. For reasons described below, the committee chose to focus almost exclusively on the question of seniority, that is, the issue of faculty salary compression at all ranks.

Seniority, that is, years in service, is intimately linked to the practice of granting tenure, as was made clear in the AAUP's 1940 Statement of Principles on Academic Freedom and Tenure:

> Tenure is a means to certain ends; specifically: (1) freedom of teaching and research and of extramural activities, and (2) a sufficient degree of economic security to make the profession attractive to men and women of ability. Freedom and economic security, hence, tenure, are indispensable to the success of an institution in fulfilling its obligations to its students and to society.

The failure of salaries to keep pace with the cost of living and of continuing professional development renders hollow the protections associated with tenure and imperils the integrity of the academic life. Failure of a compensation scheme to recognize and reward faithful service to one's institution and to the profession betrays both that institution's members and the institution itself in that dedication and continuity of service are indispensable aspects of the life of any healthy, flourishing organization. Salary compression at our university harms and discourages both those whose service is longest and those early in their careers who must anticipate a similar future failure to realize fair compensation such as makes the academic life attractive to men and women of ability.

The Committee worked in the shadow of a recent general adjustment of salaries at our institution aimed at achieving minimum salaries in all ranks equal to no less than 87% of relevant CUPA figures. That percentage surely reflected no more than the availability of funds for salary increases allowed at that time. It should in no way serve as a future target. To the contrary, parity at all ranks with comparable institutions had long been a hallmark of the compensation scheme at UW-Superior, particularly with respect to universities within the UW System. Parity must again be the minimum standard if our university is to gain respect and flourish.

It would be wrong to assume that the low rate of growth in UW System faculty compensation will continue into the indefinite future as it has been for the last several years, under both Republican and Democratic administrations. These years' rates have been historically low. Despite the temptation to view the question of faculty compensation narrowly as a short-term, zero-sum game, it seems to us far preferable to address the issue of salary compression in terms of fairness, institutional health and long-term self-interest.

Any successful compensation scheme at UW-Superior must take account of the pronounced sense of community and solidarity felt among faculty members. Wide discrepancies in compensation among peers, except as due to regional and national variances within and across disciplines, are counterproductive among us in that they raise serious concerns as to fairness and equity.

SALARY COMPRESSION

Salary compression occurs when compensation does not keep up with the professional contribution individuals with experience bring to an organization. The reasons for salary compression are varied and may happen for a number of reasons, some legitimate. However, salary compression due to salary adjustments that fail to keep pace with cost of living increases discriminate against an organization's most experienced individuals.

The across-the-board compensation adjustment in 2007 and 2008 did not take into account questions of merit, and this fact affected the work of the Committee. Precisely because the adjustments were across-the-board, the cumulative effects of years of past merit increases were washed out in the vast majority of cases. Rather than address the contentious set of issues associated with determination of merit, the Committee focused on salary compression without regard either to past merit awards or to future compensation schemes incorporating merit criteria.

The following principles and rationale were created to guide the development of a salary compression model.

1. Salary compression should be addressed systematically and salary adjustments to resolve compression made on a case-by-case basis.

   Rationale: A systematic process promotes communication and repeatability. The issue of salary compression appears to be a problem that particular individuals suffer from.

2. Rank and time-in-rank should be the two primary variables used to assess individual salary compression.

   Rationale: Salary should compensate ability and continuing contribution to the institution. Rank denotes ability to contribute and time-in-rank relates experience with proficiency to contribute.

3. Individual salaries should be compared to standardized data by discipline, then by program.

   Rationale: Departments may suggest special consideration for disciplines useful for analysis and standards.

4. Compression adjustments should include faculty at all ranks.

   Rationale: Compression may be occurring at all ranks.

5. Compression evaluations and adjustments should be made individually on a five-year cycle and coincide with changes in rank and post tenure reviews.

   Rationale: Periodic reviews ensure the problem does not continue and perpetuate salary disparities.

6. Compression adjustments should include consideration of past performance.

   Rationale: While recent attempts at resolving the compression issue have not been included in prior salary corrections and may have washed out past salary adjustments, individual annual performance is one factor that influences long-term earnings.

7. Funds for faculty salary compression adjustments should come from, in order of priority: 1) faculty savings from retirements, 2) UW System appropriated catch-up funds to retain faculty, and 3) the 10% Chancellor discretionary reserve for special compensation needs.

   Rationale: Salary compression is primarily a result of low salary increases that do not keep up with average faculty salaries for disciplines. Reallocating pay across faculty by instituting an adjustment to the appropriated salary increase reduces pay for some while increasing pay for others. Prolonged adjustments perpetuate the compression problem to those not already suffering from it.

8. An annual discussion led by the Provost with Department Chairs and Faculty Senate should raise compression issues and update efforts to stem the compression problem.

   Rationale: A scheduled annual discussion opens a channel of communication.

The Pay Plan Subcommittee recommends the following measures. Every meritorious faculty member should be at no less than 100% of the CUPA average for discipline and rank after serving three years as an assistant professor or three years as an associate professor. A full professor should be at no less than 87% of CUPA average for discipline after the first meritorious five year post tenure review and at no less than 100% of the CUPA average after the second meritorious post tenure review. In addition, the funds used for compression adjustments should come from, in order of priority: 1) faculty salary savings from retirements, 2) UW System appropriated catch-up funds to retain faculty, and 3) the 10 percent Chancellor discretionary reserve for special compensation needs.

PROMOTION AND POST TENURE SALARY ADJUSTMENTS

Promotion at an academic institution is a solemn event that recognizes the contributions a faculty member makes in teaching, scholarship, and service. Individuals starting an academic career as assistant professors in higher education generally have only two opportunities for promotion that may span well over a decade of sustained effort.

While promotion may offer a faculty member new opportunities, it also comes with additional responsibilities and expectations. The additional responsibilities and expectations should be matched by equally compelling compensation that rewards effort and commitment to the institution. The compensation an organization offers its employees is one of the few tangible measures of value an institution has for its members.

The following principles and rationale were created to guide the development of a promotion and post tenure adjustments.

1. Promotion salary increments should be consistent with UW System schools and COPLAC averages.

   Rationale: To attract and retain faculty, UWS must be competitive with peer institutions. Salary increments awarded through promotion defends against salary compression.

2. Promotion salary increments should be adjusted annually to reflect cost of living increases.

   Rationale: Stagnant salary adjustments lose value over time and diminish the significance associated with earning an academic promotion.

3. Post tenure reviews should include a financial incentive for demonstrated progress and contribution to the institution.

   Rationale: The purpose of a post tenure review is to assess a faculty member's continued contribution to the institution in teaching, scholarship, and service. A modest financial reward provides incentive to put forth the effort to achieve a portfolio of accomplishments. In addition, creating the dossier requires a significant amount of effort to prepare and present for review.

The Pay Plan Subcommittee recommends to further address the current position where UW-Superior pays some of the lowest salaries in the UW System four year schools (rivaled only by UW-Green Bay, UW-River Falls, and UW-Stevens Point in some ranks in this position—see the cover figures). Faculty should be encouraged to apply and prepare for promotion with an award added to their base pay. The award would be calculated as a percentage of the average UW-Superior salary for the achieved rank. Promotion to associate professor should receive a 4% award based on the average associate professor salary. Promotion to full professor should receive a 4.5% award based on the average full

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professor salary. A successful post tenure review would receive a 1.5% increase to salary based on the average salary of all faculty at current rank.

MERIT-BASED SALARY ADJUSTMENTS

As discussion ensued on the system of merit at UWS, the Committee feels that its implementation has fallen short of its intended purpose. Nonetheless, having agreed on this point, the Committee recommends that a subsequent Faculty Senate *ad hoc* committee should return to the question of merit, if for no other reason to bring our University into compliance with UW System requirements.

One course of action might be to recognize instances of special merit in the year(s) in which they occur, as through specific money awards; these awards might be for that year only and not figure thereafter in the individual's base compensation. Another approach might be for the individual to continue to receive the award(s) in later years but, again, not as an addition to the individual's base compensation. Both these approaches would negate the cumulative effects realized in the "special merit" scheme of the past, which had resulted in salary disparities among faculty members that were perceived as unjustified and unfair.

COMPENSATION MODEL

A sound pay plan should be based on a mutually agreed upon compensation model. The model should provide a clear reference by which to compare and assess faculty salaries within and across rank and discipline. It should also incorporate external comparative data when available and evolve as more information is learned. Creating such a model is no simple task, yet it is essential to effectively addressing and resolving compensation problems such as salary compression.

Formulation

The Committee carefully considered two factors that should influence compensation, years of service and promotion to the next rank. The question is: What would such a model look like? To begin, consider the relationship between years of service and salary. Intuitively, one would expect that as an individual gains experience their proficiency and effectiveness increase. The rank an individual holds corresponds to the expectations the organization has for the individual. However, these expectations in an academic institution center on an individual's discipline of expertise with respect to teaching and scholarship. Ideally, a sample of faculty members in a specific discipline at a given rank with varying years of experience within that rank should have a salary profile as shown in Figure 1.

This hypothetical graph was created to illustrate what the salaries of full professors (an arbitrary sample size) in Anthropology might look like in an ideal world. The salaries would likely follow a trend that represents the rate at which compensation changes with respect to the number of years-in-rank. If this data were available, the slope could be calculated using regression to determine dollar amount per year.
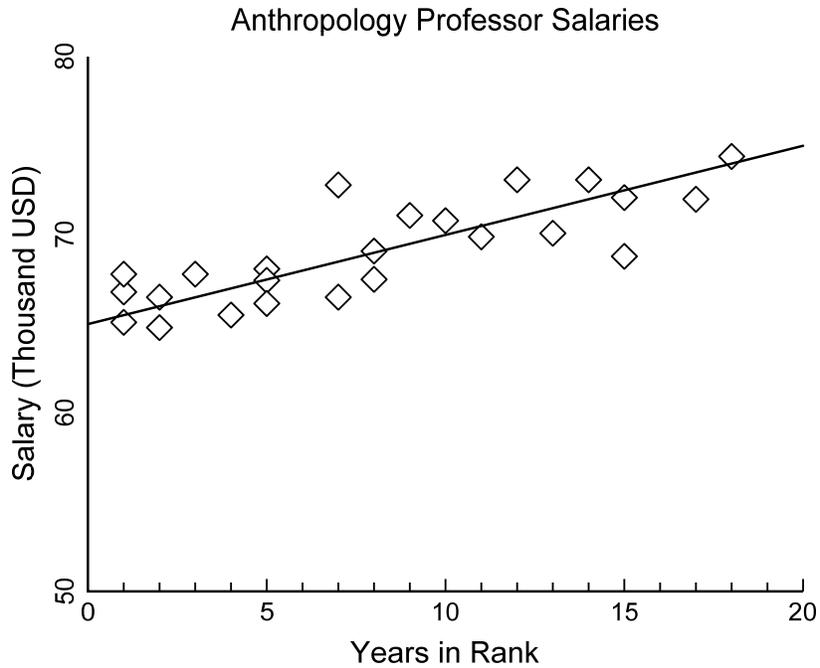
Figure 1: Sample of faculty salaries for professors of Anthropology.

Although the graph shown in Figure 1 includes only those at the rank of full professor, similar graphs could be made for assistant and associate professors as shown in Figure 2. Unlike full professors, however, assistant and associate professors are eligible to be promoted to the next higher rank. This changes the profile by placing a limit on the average number of years assistant and associate professors are in rank before being promoted. For the sake of discussion, an average of six years-in-rank before being promoted is depicted.
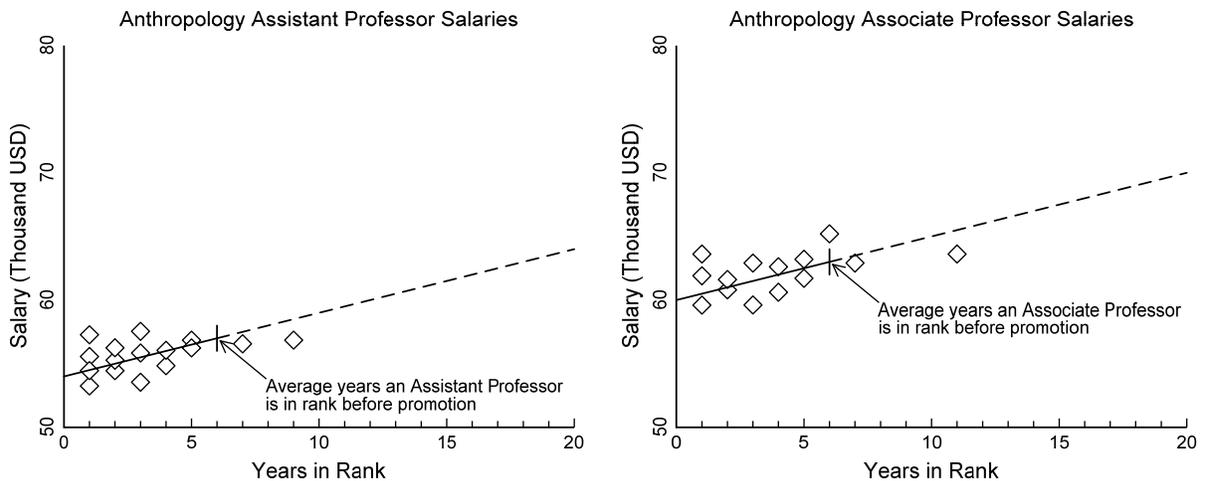

Figure 2: Sample of faculty salaries for assistant and associate professors of Anthropology.

The College and University Professional Association (CUPA) conducts an annual salary survey by discipline and rank. The survey yields basic statistical data such as average,

minimum, maximum, and median salary; however, respondent profiles, analysis of variance, and correlations are absent. Using a salary average for a particular discipline and rank as a basis for a pay plan disregards the contribution years-in-rank makes toward an individual's compensation. This leads to a basic problem, namely, how can the salary survey data generated by CUPA be used to create the desired model previously described?

Two approximations can be used to translate the CUPA average into a linear model. First, assume the average salary is normally distributed. Normally distributed data are symmetric around the mean indicating values above the mean equally offset those below the mean. This can be assessed by comparing CUPA average and median salaries. Values that coincide suggest a normal distribution, whereas, values that differ suggest a skewed distribution.

Second, assume respondents' years-in-rank are uniformly distributed along the years-in-rank interval. Unfortunately, this cannot be verified using existing CUPA data. However, the midpoint of the interval coincides with the mean and defines a point upon which to rotate the axis. If sample data are normally distributed, rotating the axis will not have an effect on the overall average. In this case, a mean of ten years for full professors and three years for associate and assistant professors might be suitable starting point.

To complete the model, the question "What is experience worth?" needs to be addressed. In normal circumstances, annual pay raises often exceed a cost of living adjustment. The salary increase beyond a cost of living adjustment rewards an employee's continued commitment to the institution, the idea being that a retained employee adds additional value beyond a new hire. If salary increases were solely based on a cost of living adjustment, then in theory, a new employee should receive exactly the same pay as a veteran with many years of experience. However, this runs counter to intuition and practice where senior employees are often called upon to resolve difficult institutional challenges, navigate organizational culture and practices, and even mentor new employees.

Assigning a value to experience determines that rate at which the expected salary of an individual changes with years in service. However, this number is an abstraction for modeling purposes only and represents an average amount that is incorporated in annual salary increases over the long-term. It is not a line item in one's pay stub. Regardless of the symbolism a value like this may have, it provides a quantitative means to assess compensation equity. Arriving at this value will entail negotiation between members of University governance.

Incorporating all of these elements yields the model shown in Figure 3. The objective is to determine the expected salary, *ES,* (dependant variable) for an individual in a particular discipline with number of years-in-rank, *YR*, (independent variable). Three parameters are required. First, the average years-in-rank, *AYR*, is the midpoint of the years-in-rank interval calculated using institutional data. Second, the average discipline salary, *ADS*, is a number provided by an external salary comparison agency. Third, the experience premium, *EP*, is a value determined by assigning a value to the relative worth of experience to the institution.
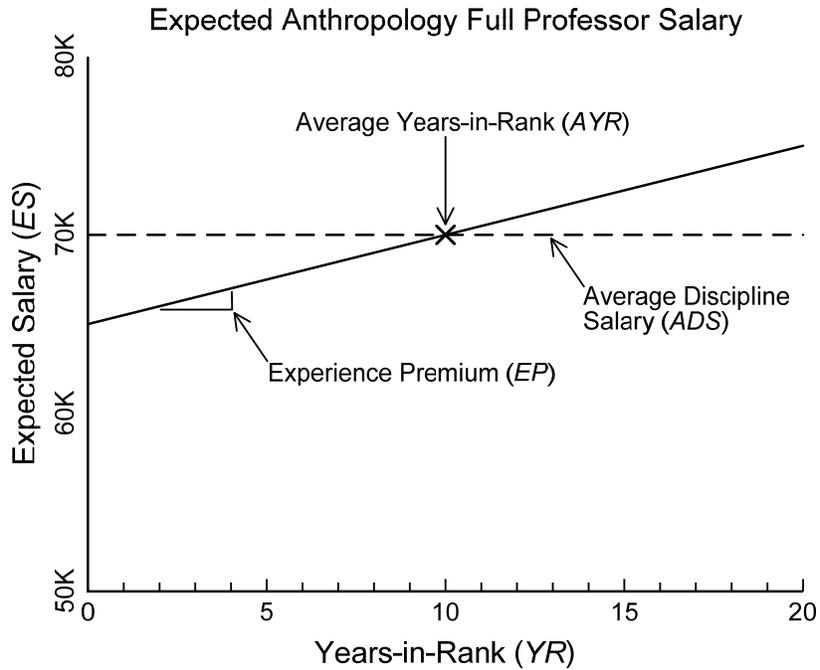
Figure 3: Compensation model based on discipline and years-in-rank.

The model illustrated in Figure 3 can also be expressed mathematically using the formula,

$$ES_n = EP(YR_n - AYR) + ADS$$

and provides a quantitative method to compare and assess faculty salaries. To apply this model, consider the parameters listed in Table 1 for a hypothetical example (illustrated to scale in Figure 3).

Table 1: Model parameter values

Parameter	Value	Description
AYR	10 Years	The average time a full professor is in rank for the given institution
ADS	70,000 USD	The average salary for a full professor of Anthropology using published data
EP	250 USD/Year	The negotiated value of experience for the given institution

Substituting the parameters into the formula yields the equation,

$$ES = 250\frac{\text{USD}}{\text{Year}} \cdot (YR - 10 \text{ Years}) + 70,000 \text{ USD}$$

The expected salary can now be obtained as a function of years-in-rank. For instance, a full professor of Anthropology with two years in rank has an expected salary of $68,000; whereas, a full professor of Anthropology with 12 years in rank has an expected salary of $70,500.

Combining the models for each rank into one graph, as shown in Figure 4, provides a complete compensation model by which to compare and assess faculty salaries. In addition to showing the expected salaries trajectories at each rank, the graph also illustrates the salary increments between ranks at the time of promotion. It is important to remember that once one is promoted, the years-in-rank resets to zero.
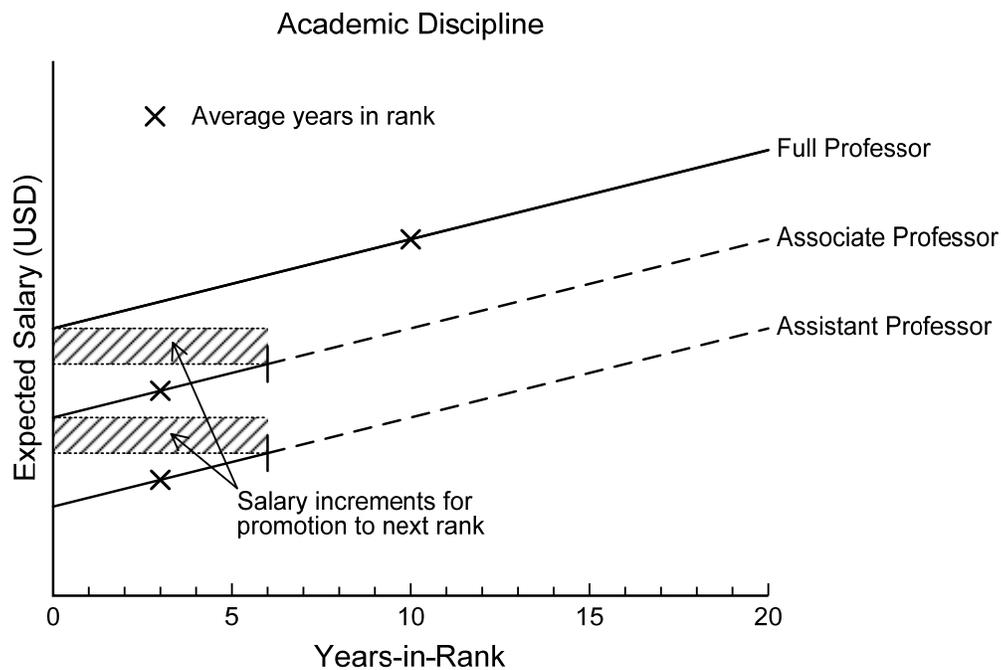

Figure 4: Model of professor salaries as a function of discipline and years-in-rank.

Assessing Salary Compression

Salary compression for individual faculty members can be assessed using the previous model. To illustrate the procedure, consider the graph shown in Figure 5. The graph plots the salaries of three professors of Anthropology with respect to the expected salary of full professors in the discipline. Compression occurs when a faculty member's salary fails to keep pace with the expected salary. Inspection reveals that the salary of faculty member 2 significantly falls below the expected salary reference. Therefore, faculty member 2 would be included as a candidate for a compression reduction program.
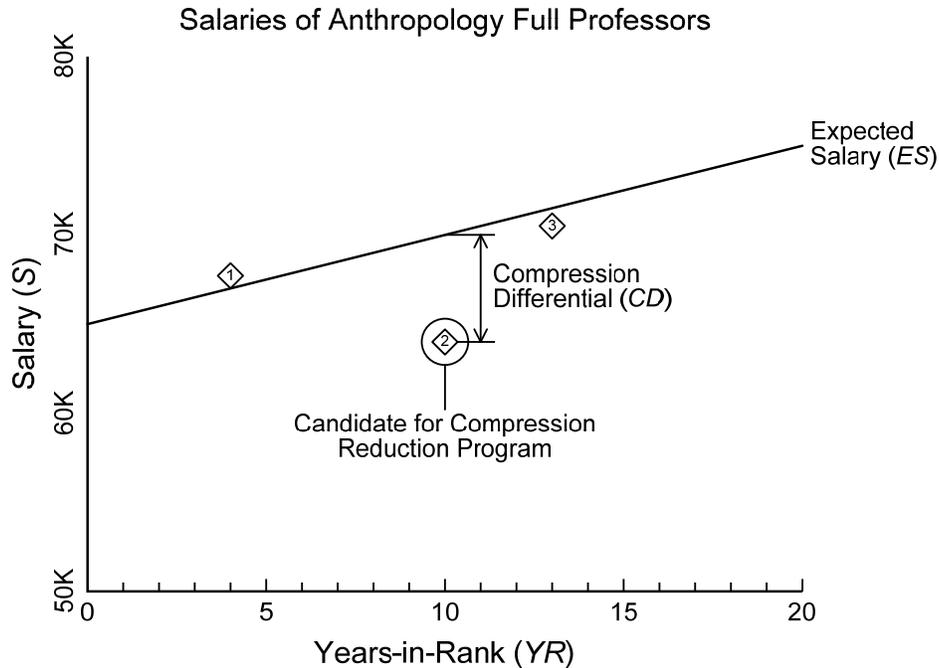
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Figure 5: Assessing salary compression using the expected salary model.

In the case where a faculty member has a partial academic appointment, an intermediate step is required to calculate an adjusted expected salary, AES. This is accomplished by prorating the expected salary by the appointment percentage, $\%AA$, using the formula,

$$AES_n = \%AA_n \cdot ES_n$$

Of course, the adjusted expected salary for fulltime faculty member is equal to the expected salary.

The compression differential, CD, refers to the amount by which a faculty member's actual salary deviates from the adjusted expected salary given by the formula,

$$CD_n = \begin{cases} S_n < AES_n & AES_n - S_n \\ S_n \geq AES_n & 0 \end{cases}$$

Only those faculty members with salaries less than the adjusted expected salary qualify for candidacy in any compression reduction program. Those faculty members with salaries greater than or equal to the adjusted expected salary are not considered further.

Candidates in the compression reduction program can be further prioritized based on the degree of compression. Dividing the compression differential by the expected salary yields the percent compression differential, $\%CD$ as shown in the following formula,

$$\%CD_n = \frac{CD_n}{AES_n}$$

Prioritizing the list of candidates by percent compression differential identifies those faculty members most affected by compression.

It is important to note that the procedure described only identifies candidates for a compression reduction program. The specific implementation of a compression reduction program will require additional information and scrutiny to identify why salary compression has occurred. Factors to consider may include past performance, market shifts, organizational changes, *et cetera*. Details of the compression reduction program will have to be determined by those administrating the program.

The procedure presented provides a systematic and transparent approach to addressing salary compression at UW-Superior. The method is highly visual and offers administrators and faculty the ability to visualize the problem at a glance. As a planning tool, administrators can assess compression shortfalls and plan budgets accordingly. As a communication tool, faculty can effectively discuss compensation issues within departments and disciplines. Adopting a systematic and open process promotes trust and enables continual improvement at this institution.

APPENDIX A: ALGORITHM AND EXAMPLES

Although presented in a step-by-step method, the procedure is readily implemented using a spreadsheet included with this report. In addition, two examples have been included to demonstrate the process of assessing salary compression.

Parameters

    AYR – Average Years-in-Rank (Years)
    ADS – Average Discipline Salary (USD)
    EP – Experience Premium (USD/Year)

Independent Variables

    YR_n – Years-in-Rank for faculty n (Years)
    S_n – Salary for faculty n (USD)
    $\%AA_n$ – Percent Academic Appointment for faculty n

Dependent Variables

    ES_n – Expected Salary for faculty n (USD)
    AES_n – Adjusted Expected Salary for faculty n (USD)
    CD_n – Compression Differential for faculty n (USD)
    $\%CD_n$ – Percent Compression Differential for faculty n

Procedure

First, calculate the expected salary (ES_n) for faculty n with a given number of years in rank (YR_n) using

$$ES_n = EP(YR_n - AYR) + ADS$$

Second, calculate the adjusted expected salary (*AES*) based on the faculty member's percent academic appointment ($\%AA_n$) using

$$AES_n = \%AA_n \cdot ES_n$$

Third, determine the compression differential (CD_n) using

$$CD_n = \begin{cases} S_n < AES_n & AES_n - S_n \\ S_n \geq AES_n & 0 \end{cases}$$

A non-zero value means that faculty n is currently earning a salary less than the expected based on their discipline and years in rank.

Fourth, calculate the percent compression differential ($\%CD_n$) using

$$\%CD_n = \frac{CD_n}{AES_n}$$

Calculating the percent compression differential ($\%CD_n$) facilitates the ability to prioritize faculty members suffering from salary compression based on their adjusted expected salary.

Example 1

William Reilly is an anthropologist is the in the Department of Social Sciences. He was promoted to full professor six years ago, earns a salary of $67,354, and has a 100% appointment. The salary average published by CUPA for a full professor in Anthropology is $74,265. In addition, the University has established an experience premium of $200 per year and estimates the average professor has nine years in rank.

Parameters

  AYR = 9 Years
  ADS = 74,265 USD
  EP = 200 USD/Year

Independent Variables

  YR = 6 Years
  S = 67,354 USD
  $\%AA$ = 100%

Procedure

First, determine the expected salary for discipline as a function of years in rank

$$ES = EP(YR - AYR) + ADS$$

$$ES = 200\frac{\text{USD}}{\text{Year}} \cdot (6 \text{ Years} - 9 \text{ Years}) + 74{,}265 \text{ USD}$$

$$ES = 73{,}665 \text{ USD}$$

Second, determine the adjusted expected salary

$$AES = \%AA \cdot ES$$

$$AES = 100\% \cdot 73{,}665 \text{ USD}$$

$$AES = 73{,}665 \text{ USD}$$

Third, determine the compression differential

$$CD = \begin{cases} S < AES & AES - S \\ S \geq AES & 0 \end{cases}$$

Since William's salary ($67,354) is less than the adjusted expected salary ($73,665), the first condition applies.

$$CD = 73{,}665 \text{ USD} - 67{,}354 \text{ USD}$$

$$CD = 6{,}311 \text{ USD}$$

Fourth, determine the percent compression differential

$$\%CD = \frac{CD}{AES}$$

$$\%CD = \frac{6{,}311 \text{ USD}}{73{,}665 \text{ USD}}$$

$$\%CD = 8.6\%$$

At this point, William would be a candidate to be included in a salary compression reduction program.

Example 2

Amanda Barnum is a geologist in the Department of Earth Sciences. She was promoted to associate professor four years ago, earns a salary of $46,299 (academic portion), and has a 75% academic appointment. The salary average published by CUPA for an associate professor in Geology is $59,445. In addition, the University has established an experience premium of $250 per year and estimates the average associate professor has three years in rank.

Parameters

　　AYR = 3 Years
　　ADS = 59,445 USD
　　EP = 250 USD/Year

Independent Variables

　　YR = 4 Years
　　S = 46,299 USD
　　$\%AA$ = 75%

Procedure

First, determine the expected salary for discipline as a function of years in rank

$$ES = EP(YR - AYR) + ADS$$

$$ES = 250\frac{\text{USD}}{\text{Year}} \cdot (4 \text{ Years} - 3 \text{ Years}) + 59{,}445 \text{ USD}$$

$$ES = 59{,}695 \text{ USD}$$

Second, determine the adjusted expected salary

$$AES = \%AA_n \cdot ES$$

$$AES = 75\% \cdot 59{,}695 \text{ USD}$$

$$AES = 44{,}771 \text{ USD}$$

Third, determine the compression differential

$$CD = \begin{cases} S < AES & AES - S \\ S \geq AES & 0 \end{cases}$$

Since Amanda's salary ($46,299) is greater than or equal to the adjusted expected salary ($44,771), the second condition applies.

$$CD = 0 \text{ USD}$$

At this point, Amanda would not be included in a salary compression reduction program.

APPENDIX B: UW-WHITEWATER FACULTY SALARY PLAN

FACULTY SALARY PLAN 2007-2009

I.   THIS IS A TWO-YEAR PLAN

II.   THE DISTRIBUTION OF THE PAY PLAN WILL BE AS FOLLOWS:

A. In the last decade, the salaries of UW System faculty have fallen steadily in relation to the cost of living. In 2003, for example, there was no raise for faculty, though the Consumer Price Index showed an increase of 1.9%; and in 2004 there was a raise of a little over 1%, though the Consumer Price Index showed an increase of 3.5%. Faculty salaries have been further diminished by the increase in personal contributions to our health plans. Though raises in the last biennium were more substantial, only half of the money allotted went to solid performers across the board, nowhere near the 3.4% increase in the Consumer Price Index for both 2005 and 2006. Finally, the way that UW System has distributed raises—in small increments throughout the biennium, diminishes the positive impact for faculty of salary adjustments. For these reasons, the UW-Whitewater Faculty Salary Committee believes that any salary proposal that is less than 3.4% per year could only be considered an attempt to recoup cost of living losses from previous years. Although we believe any annual salary increase that is 3.4% or less should be divided among the faculty across the board, we understand that UW-System policy will only allow this to occur should the increase be 2% or less. Therefore, a total salary package of 2% or less per year will be distributed across the board to all solid performers on a percentage of salary basis.

B. If the salary plan awards more than 2% per year, it will be divided in the following ways:

    1) 1/2 of the plan each year will be divided among the faculty by percentage of base salary as a solid performance award.
    2) 1/3 of the plan each year will go to merit and will be distributed to departmental units on ½ FTE and ½ salary basis.
    3) The UWW chancellor has elected not to exercise her authority to allocate funds from the Faculty Salary funds for discretionary use, therefore the remaining 1/6th of the Plan will be used to address compression, market, and/or inequity discrepancies for faculty with more than three years of service at UW-Whitewater. The money shall be distributed according to the procedures designated in IVB.

III. PROMOTIONS ADJUSTMENTS FROM THE UNCOMMITTED PORTION OF THE PAY PLAN INCREASE.

Promotions will be funded through the salary increases originally targeted for non-continuing (resigned or retired) faculty. Any shortfall will next come from the pay plan savings transferred to the contingency fund in previous years. Finally, any remaining balance will be taken off the top of the UW-Whitewater total pay plan allocation for faculty.

*Promotion to Professor: 4% of average UW-W Professor's salary
*Promotion to Associate Professor: 4% of average UW-W Associate Professor's Salary.
*Promotion to Assistant Professor: 2.4% of average UW-W Assistant Professor's salary

IV. SALARY ADJUSTMENTS (COMPRESSION, MARKET AND/OR EQUITY)

A. The University Salary Committee believes that salary increases for faculty are distributed in such a way as to minimize their positive effects on individual faculty members. The committee strongly recommends that cost of living adjustments be distributed across the board first, before other awards are dispersed.

B. The University Salary Committee believes that compression and other salary inequities remain serious problems for faculty and staff at UWW. However, salary plans that offer less than or barely meet the cost of living increases cannot address the problem in any significant manner. It is imperative that System or the university make concerted efforts to generate a pool of money, separate from the monies provided in the salary plan, to specifically address these problems. The faculty and staff at UW-Whitewater ask the university administration to continue to support efforts for equitable salaries by lobbying the University of Wisconsin System and the state legislature to provide funding for this purpose. At the university level, this money may come from salary savings from retirement or resignations, or from outside funding. Funding should also be sought to address market issues, so that a larger proportion of the pay plan can be used to address equity and compression.

C. The part of the regular pay plan addressing compression, market and/or equity issues will be handled in the following manner:

Procedures for determining individual cases of compression, market and/or equity adjustments.

(1) The Office of Budget and Finance will prepare a spreadsheet showing all faculty indicating years at UW-W, years in rank, salary, CUPA salary for rank, CUPA

salary adjusted for years in rank (with 7-year cap for assistant and associate prof.) department average salary for rank, discrepancy from adjusted CUPA, discrepancy from department average salary for rank, and discrepancy from department average years in rank by constituency.

(2) The University Salary Committee and the Provost will examine the spreadsheet for accuracy and information. Special note will be taken of those whose salaries remain below CUPA and or department averages.

(3) Once a pay plan is approved by the legislature, the Provost will provide for each college an amount of money based on FTE, discrepancy from department average salary, and discrepancy from CUPA of faculty. This money will be used to address individual cases of compression, market, and/or equity. The deans will recommend awards from the list based on discrepancies, taking into consideration merit history.

(4) The Chancellor will have final approval of all adjustments.

TIME LINE

April 6, 2007—The Office of Budget and Finance will provide the listing of salary information to the Provost and the University Salary Committee.

April 13, 2007—The list of faculty salaries and notes of signs of compression or inequity will be sent to deans and department chairs.

April 20, 2007—Departments will forward to the deans approval of list to be considered for a salary increase and any removals with written justifications. Deans will provide written notice to faculty members whose names have been removed from the list.

April 27, 2007--Deans will forward to the Provost, with copies going to department chairs and individual faculty members, written recommendations for salary adjustments.

After salary plan is approved—Chancellor will report her decision to the Salary Committee and each individual faculty member involved.