

## MEMORANDUM

**DATE:** October 15, 2009

**TO:** Faculty Senate Chair, Joel Sipress  
Provost Chris Markwood

**FROM:** Faith Hensrud, Associate Vice Chancellor for Academic Affairs  
Summer Session Task Force

**RE:** Salary Recommendation for Summer Instruction

**Background:** The Summer Session Task Force began its work in October 2008 and presented its preliminary recommendations to Faculty Senate and Provost Markwood in November 2008. The task force continued its work in 2008-09 by analyzing summer session pay options, scheduling, and revenue to expense ratios. The principal driver for the task force work was the fact that Summer Session has had difficulty meeting expenditure and revenue goals for at least the last five years. Our task was to consider the purpose of summer session, and to develop a set of recommendations to help ensure future success. The November 25, 2008 document with preliminary recommendations is attached for your reference.

During the summer of 2009, it became apparent that our compensation strategy would need to change slightly as a result of a statewide budget shortfall which required budget cuts from all campuses for the next two fiscal years. To meet its budget reduction requirement, UW-Superior decided to eliminate the \$250,000 Summer Session GPR budget and move Summer Session to program revenue. To address this change, the Summer Session Task Force reconvened in September 2009. We discussed the change and how it altered the options that we had considered for faculty compensation the previous semester. The task force members were presented with a preliminary strategy for summer session compensation at that time. This document refines that strategy and provides recommendations for Faculty Senate and Provost Markwood to consider.

**How the program revenue model impacts summer session:**

The move to program revenue or cost recovery changes the types of models that can be considered for summer session. It requires that at any level of enrollment, the cost of instruction, fringe benefits and administration result in a break-even point at a minimum. The courses must generate revenue to contribute to the overall campus revenue target. Summer session had a revenue target of \$560,000 for 2009. That revenue can be generated from summer courses as well as from additional revenues earned in Fall and Spring.

**Summary of Models Discussed:**

In 2009, we learned that UW Stout was conducting a review of summer session pay practices of the 11 comprehensive campuses. Nine of eleven campuses responded. At that time, five campuses (including UW-Superior) used the academic year base multiplied by 2/9 and the number of credits. The other four campuses used a variety of pay strategies with **all** setting minimum enrollments per course section and the ability to prorate if enrollments fell below that level. UW Superior appeared to have the greatest variation with three different rates of pay: Summer Session on the 2/9ths basis, Distance Learning and Continuing Education on a per student basis. Table 1 demonstrates the variation between the three.

**Table 1: 2009 Summer Session Compensation UW-Superior**

UW-Superior	Summer 2009
Distance Learning	\$60 per credit; increased to \$75 for fall 2009
Continuing Education	\$75 per credit UGRD
Summer Session	Percentage of 2/9ths of annual salary

We explored more closely the pay practices for three institutions: UW-Eau Claire, UW River Falls and UW Stout. Additional consideration was given to the UW Whitewater models as we explored a strategy that can work for UW-Superior. Attachment A shows a comparison of the models that were most applicable to UW-Superior.

We received input from some faculty and agreed in the task force that a compensation policy that differentiated by rank (senior lecturer, assistant professor, associate professor, professor) was NOT desirable. Such a model would require different enrollment targets for each faculty member. However, it is important to understand the average salary by rank for these positions when considering options for a program revenue summer session model. Table 2 shows the UW-Superior averages for 2009.

Table 2: 2009 Average Faculty Salaries by Rank

UW-Superior Average Salaries by Rank 2009		
Title	Average Salary	Per Credit Rate
Senior Lecturer	\$ 40,530.00	\$ 1,351.00 *
Assistant Professor	\$ 50,390.00	\$ 2,099.58
Associate Professor	\$ 54,223.00	\$ 2,259.29
Professor	\$ 67,251.00	\$ 2,802.13

\*Includes both undergraduate and graduate average (pay rate is \$50 per credit greater for graduate instructor compensation)

**Recommendations:** Based on the analysis of faculty compensation at other UW Campuses for summer pay, coupled with the average UW-Superior average faculty salaries, and the need to develop a compensation model for summer session that is sustainable, recommend that:

1. Summer pay is set at a rate greater than that for the senior lecturer average, but will not exceed the Assistant Professor average.
2. Compensation is prorated based on enrollments to provide for break-even points at all levels of student enrollment.
3. Consideration is given to setting enrollment plateaus to make up for the tuition plateau to ensure that all courses provide program revenue.

**Rationale:** The summer compensation model may be carried over to both Distance Learning and Continuing Education instruction if the compensation model fits within a break even analysis. Given the current rate of tuition and taking into consideration the \$12,000 cap for calendar year earnings (does not include summer) it is important to limit the earnings per credit to \$2,000. This equates to \$6,000 for a 3 credit course. Note that this is NOT a recommendation to change the overload compensation rate that is equivalent to the senior lecturer rate, but it is an attempt to provide a better compensation package for those involved in distance education and continuing education instruction while at the same time developing a sustainable summer session model.

**Recommendation:** Develop a consistent pay policy for summer session for all three instructional options. If sustainable, carry this same pay policy over to spring and fall courses for both Distance Learning and Continuing Education instruction.

Options 1 through 4 are provided for your review in table 3 below and in more detail in Appendix B. While each option has slight variation, it is believed that any of them would be sustainable. In running these options against the summer session enrollments for 2009, it was evident that two of the four options would result in an increase in compensation for 42% of the courses that were offered.

**Table 3: Proposed Summer Compensation (Options 1-4)**

Proposed Summer Compensation - Effective 2010							
Options		Salary per Credit	Number of students for full salary	Prorated less than Minimum students	Max Salary per credit	Additional Compensation	Max Salary per 3 credit course
Option 1	UGRD	\$ 1,350	13 to 20	YES, by \$100	\$ 2,000	21-27 students	\$ 6,000
	GRAD	\$ 1,400	9 to 15	YES, by \$150	\$ 2,000	16-19 students	\$ 6,000
Option 2	UGRD	\$ 1,500	15 to 20	YES, by \$100	\$ 2,000	21-25 students	\$ 6,000
	GRAD	\$ 1,500	10 to 16	YES, by \$150	\$ 2,000	17-20 students	\$ 6,000
Option 3	UGRD	\$ 1,500	15	YES, by \$100	\$ 2,000	16-20 students	\$ 6,000
	GRAD	\$ 1,500	10	YES, by \$150	\$ 2,000	11-14 students	\$ 6,000
Option 4	UGRD	\$ 1,500	15 +	YES, by \$100	\$ 1,500	NO	\$ 4,500
	GRAD	\$ 1,500	10 +	YES, by \$150	\$ 1,500	NO	\$ 4,500

**Recommendation for Summer Compensation effective 2010:**

Recommend that Faculty Senate endorse one of the four options. Courses for summer 2010 will be selected based on the same criteria as was used in 2009 (see November 2008 recommendations), with ability to add courses which have not been offered in the past two years if the department feels there will be a demand.

As a starting point, recommend that we consider offering all courses that had enrollments of at least 10 in Summer 2009. Other courses may be added; however, great care must be exercised by departments to ensure they are not selecting courses that will result in significantly less enrollments in their fall and spring courses. Additional consideration must be given to the entire array of courses that a department offers in the summer to include those offered through Distance Learning and Continuing Education.

Summer session courses should be proposed and approved within the next few weeks so students may see the listing when they register for their spring courses this November.