INTERIM REPORT OF THE AD HOC SALARY STUDY COMMITTEE

This document is an interim report on a faculty authorized salary study which has been in progress since November, 1967.* It has been prompted by the apparent, widespread misunderstanding and dissatisfaction with current salary policies and procedures as indicated by questionnaire returns from faculty and department chairmen, faculty interviews, and the Ad Hoc Salary Study Committee's meetings with the deans and the Chancellor's office. Wide variations in practice were also noted.

This information may be of interest to the faculty and administration in their forthcoming deliberations on salaries.

The Problem of Communication

A salary questionnaire was submitted to the 576 voting members of the faculty.

Two hundred eighty-six of the 408 respondents felt that UWM salary policy and its objectives had not been communicated clearly to them, 373 of 453 respondents felt that more information on salaries should be provided, and 251 of 286 respondents indicated that the UWM salary policy could be improved.

Some Recent Practices Reported Concerning Executive Committee Salary Deliberations1.

1. Merit recommendations were not discussed and no votes were taken.

2. Merit recommendations were discussed, no vote was taken.

3. Individuals submitted recommendations for others; recommendations were averaged by the chairman without Executive Committee discussion.

4. Subcommittees were authorized to make merit recommendations.

5. With the nonexistence of a committee, the dean or director made the recommendations.

* Recommendations for a comprehensive UWM salary policy will be made at the May, 1969, faculty meeting.

1. Laws and Regulations Governing the University of Wisconsin, Chapter VII, Section 7.10, Paragraph 2, As Approved by the Board of Regents.

"Departmental recommendations regarding annual budget including that for summer session and matters ordinarily associated therewith, such as appointments, dismissals, promotions, and salaries, shall be made by the full and associate professors, and shall be transmitted through the chairman to the appropriate dean. The committee of full and associate professors may delegate by annual action to a smaller committee or committees or to the department chairman any part or all of the following (a) recommendations regarding salaries, equipment and supplies (b) recommendations for appointments or promotion of classified personnel and appointment of assistants, and may delegate by annual action to the full professors recommendations for promotion to that rank."
6. Each member of the Executive Committee, after committee discussion, submitted his recommendations to the dean.

7. There were no formal executive Committee salary recommendations.

8. Individuals submitted recommendations for others; recommendations were discussed; recommendations were then averaged by the chairman.

9. Merit recommendations were made by a committee appointed (by the department chairmen) without annual action by the committee of full and associate professors.

Some Recent Practices Reported Concerning the Use of Merit Money².

A. Executive Committees (Varying percentages of merit fund are allocated to the departments for initial salary recommendations.)

1. Total available merit funds were allocated on a merit basis.

2. A significant portion of merit money was used to raise one or more faculty member's salary to the minimum required for rank promotions; the remainder was used for merit for the remainder of the department.

3. A portion was utilized for "across-the-board" increases and the remainder was used for merit.

4. A portion was utilized for "cost of living increases" on a percentage basis with the balance for promotion and merit.

5. Merit money was divided equally among all members of the department with no exceptions other than promotion requirements.

² Chancellor Klotsche's directive of 2/5/68 to the Deans and Directors

I. Policy Guidance

a. Increases should be granted on a merit basis and all members of the Academic Staff are eligible for consideration. All professors and Associate Professors should receive a minimum of 1 1/2%.

b. ...........(not applicable)

c. Special attention must be given to the salary levels of full professors so that:

1. They maintain position relative to other ranks, and

2. Their merit increases will be distributed in recognition of particular excellence and distinguished contributions.
B. Deans and Directors:

1. Executive Committee Recommendations were accepted with modification.

2. Recommendations were modified by deleting "across-the-board" type recommendations.

3. Deans and directors made salary recommendations which in some cases differed widely from Executive Committee Recommendations.

Some Recent Practices Reported Concerning Communication of Salary Information.

1. Executive Committee salary recommendations were distributed automatically to all department members.

2. Recommendations were released on request.

3. Recommendations were communicated verbally by Executive Committee members to department members.

4. There was no disclosure by the Executive Committee.

5. The department chairman communicated the recommendation to the individual prior to forwarding the information to the dean or next level.

6. There was no disclosure to individuals until final salary approval was received from the UWM administration; discussion with deans, directors, or department chairmen followed.

7. There was no disclosure until final approval; there would be discussion only if requested by the faculty member.

University of Wisconsin-Milwaukee Ad Hoc Salary Study Committee

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