Final Report
of
The UWM
Ad Hoc Salary Study Committee

December, 1969
I. Introduction

Created and empowered by the UWM Faculty on May 24, 1967, to make a comprehensive inquiry into the policies and procedures of faculty salary determination and to make appropriate recommendations for faculty action, the UWM Ad Hoc Salary Study Committee has completed its charge after two years of intensive study.

II. Chronology of Major Activities

April 9, 1968: Meeting with Chancellor J. M. Klotsche to discuss salary policies and procedures (See Appendix C - Highlights of Meeting of the UWM Ad Hoc Salary Study Committee with Chancellor J. M. Klotsche)

May, 1968: Faculty Salary Survey Made (See Appendix D - Tabulation of Responses to Questionnaire on Salary Policy Sent to All UWM Voting Faculty)

June 20, 1968: Department Chairman Salary Survey (See Appendix E-1 - Questionnaire, and Appendix E-2 - Summary of Responses to Executive Committee Procedure for Merit Determinations and Activity of Chairman)

June 24, 1968: Deans and Directors Salary Survey (See Appendix F - Questionnaire)

July 15, 1968: Request from Deans to meet with Committee instead of completing questionnaire (See Appendix G - Letter From Dean Francis)

October 2, 1968: Meeting With Deans (See Appendix H - Minutes of Ad Hoc Salary Study Committee, Wednesday, October 2, 1968)

October 8, 1968: Request for Deans to Complete The Revised Questionnaire (See Appendix I - Memo to UWM Deans and Directors, and Appendix J - Summary of Responses from Deans)

November 14, 1968: Letter to Faculty Announcing Interviews on Salary Questions (See Appendix K - Letter to the Faculty)

December, 1968: Faculty Interviews (See Appendix L - Highlights of Interviews of 14 Faculty Members with Ad Hoc Salary Study Committee. Detailed results will be on file in the UWM Archives)

1 See Appendix A - UWM Faculty Document #13
and Appendix B - UWM Faculty Document #422
February, 1969: UW Salary Constraints Provided by Chancellor's Office (See Appendix M - Summary of Past Constraints Placed on The Distribution of Merit Funds by The Regents - Legislature - UW Administration, 1956-1969)

Spring-Summer, 1969: Quantitative UWM Salary Data Gathered, Processed, Analyzed and Tabulated (See Appendices H - V and Figures I - X)

October 8, 1969: Final Draft of Recommendation to The UWM Faculty Completed

November, 1969: Final Report Completed and Special Meeting of The Faculty Requested to Discuss Report and Recommendations

III. Summary


In addition the Committee utilized the UW Biennial Budgets, AAUP publications. Local #79 American Federation of Teachers-Salary Reports and numerous other documents. (See Committee Report Filed in UWM Archives).

The Committee would like to point out that its Final Report at this time is most appropriate in the light of the recent action of the UW Regents as quoted in the November 1, 1969 MEMO From: The University of Wisconsin Central Administration:

"A review of Wisconsin's historic pattern of developing faculty merit increase recommendations was foreshadowed by Regent action last month . . . .

Text of the Regent resolution . . . .

'The Regents have been deeply displeased by many facets of the budget building process. We are especially disquieted by the apparent conflicts-of-interest involved in the manner by which salaries are established at the departmental level. . . . .

the Regents voted (October 17) to . . . . address itself to the more general policy questions in salary and budget establishment.'"
In this environment early faculty action on the following recommendations would be appropriate.

Paul Anderson
John Bibby¹
Arthur Else
Russell Fenske (Co-chairman)
Manuel Gottlieb
George Goundie
Chadwick Haberstroh
Anthony Ingrelli (Co-chairman)
Alice Streng²

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¹ Professor John Bibby, an original member of the Committee is on leave this year and had to resign his membership before completion of this report and should not be held responsible for the Committee's recommendations.

² Professor Alice Streng has been on leave, but has requested that her name be included in the final report.

³ The Committee has been assisted by Mr. James Ehrenstrom, a wage and salary administrator at the Northwestern Mutual Life Insurance Co., who was employed as a Research Assistant through funds provided by the Chancellor's Office. In addition Northwestern Mutual generously donated the services of its computer programming personnel and data processing facilities for handling the quantitative salary information.
IV. Recommendations of the UWM Ad Hoc Salary Study Committee to the Faculty

Resolved:

1. That UWM adopt a salary policy that separates salary determination from merit rating;

2. That salary policy be administered on a UWM-wide basis;

3. That salary determination be based on prior determination of merit ratings, available information on market values of various professional competencies, cost-of-living, imposed budgetary constraints and salary comparisons rank for rank with other institutions;

4. That salary policy be formalized in a model;

5. That all rank promotions of incumbent faculty be financed from a University-wide budget to be determined by the population of faculty in rank positions eligible for promotion, unusual increments attendant upon promotions, and University policies;

6. That equitable treatment of cost of living requires that all member's salaries be incremented each year by at least two-thirds (2/3) of the average annual percentage increase in the cost of living index in the Milwaukee area over the preceding two years, or that differences in market values by discipline and rank (as disclosed by surveys of salaries paid in comparable institutions or of hiring salaries for new appointments) be reflected in salary norms by at least two-thirds (2/3) of the average variation, or
that an adjustment (spread over two years) be made equal to
the difference between a faculty member's last year's salary
and 90 percent of the median salary for his rank for his
academic unit, whichever is the greatest;

(An academic unit is defined as a school or college; for
Letters and Science, the units are: the sciences, the
social sciences, and the humanities.)

7. That all other variations in faculty salaries be accountable
by all UWM Merit Ratings;

8. That UWM merit rating procedures be uniformly based upon a
personnel file including biographical material and faculty
activity reports which would include the following data:
administrative and committee assignments, counseling and
student advisement responsibilities, creative work, professional
and community involvement, research and writing, and teaching;

9. That teaching excellence would be recognized as equally valid
with other professional achievement in one's discipline;

10. That ratees be granted the opportunity to meet with their
Executive Committees relative to 8 and 9 and present
supporting evidence;

11. That the Executive Committee evaluate files and make merit
ratings, provided that no member participates in his own
evaluation;
12. That if a rating is relatively high, or if a faculty member
appeals, or if the Dean requests, the following procedures
would be invoked:
   a. After consulting with the ratee and after considering
administrative recommendations, the Executive Committee
would compile a list of professional peers who are competent
to evaluate the ratee's overall performance;
   b. The Dean or his designate(s) would secure evaluations from
among these persons; and
   c. The Dean or his designate, in consultation with the department
chairman, would determine the merit rating from these
evaluations.

13. That merit rating procedures be invoked only in connection with:
   a. Recommendations for promotions;
   b. Renewal of contract for probationary faculty;
   c. New hires; and
   d. Tenured faculty continuing in ranks for four consecutive years.

14. That faculty members have the right to appeal a merit rating to
a University Standing Appeals Committee composed of a Vice
Chancellor, three professors, and one dean appointed by the
UWM Committee; and

15. That judgments of the UWM Appeals Committee decisions are
advisory to the Chancellor and should be communicated in writing
to the ratee, the Executive Committee and dean concerned, the
University Committee as well as the Chancellor.
Recommendation of the University Committee-Milwaukee that the Senate create a Faculty Forum, as outlined in the following:

**Faculty Forum**

a. The Faculty Forum, a discussion body of the Faculty, will regularly meet to discuss pedagogical, budget, development, student, and other policies directly affecting the UWM. It will meet once a month, on the third Thursday, beginning at 3:30 p.m. and ending at 5:00 p.m., unless extended by majority vote.

b. It shall have no policy making authority, and its actions are not binding on the faculty (except as indicated in section (c), below). It may seek a "vote of consensus" on any matter brought before it, which must expressly and explicitly convey the information that the consensus was solely that of those in attendance.

c. It may, in its consensus vote,
   1. Request the placing of an item on the Calendar of a Faculty Meeting or a meeting of the Senate, or -
   2. Direct a question to campus or central administration for response to the faculty.

d. The first item of business for the initial meeting of the academic year shall be the elections of a chairman to serve for the duration of the year. Thereafter, the establishment of the Calendar by the Faculty Forum shall be the first item of business. Documents shall be submitted to the Secretary of the Faculty no later than the outset of the meeting.

University Committee-Milwaukee

J. Baier, Chairman
W. Crane
F. Cunningham
R. Francis
H. Schroedter
N. Stefaniak