Reformulation of Ad Hoc

Salary Committee Recommendations

Whereas; I. The members of the faculty of UWM and many of the administrators feel that UWM lacks a clear and uniform salary policy; (p. 14 & 19)¹;

II. There is little uniformity of salary determination from one department to another (p. 43, 46)¹;

III. The present system of salary adjustment has resulted in numerous inequities, is time-consuming in its administration and relies heavily upon subjective determinations. (p. 20, 46);

IV. The present system of one fund for both promotion and merit increases has adversely affected both of these compensation programs (p. 15, 46, 58, 59);

V. The present merit raise system intermingles evaluation of colleagues and allocation of a departmental merit fund allotment in a procedure not free from self-interest and promotes misunderstanding and confusion (p. 32);

VI. The present salary policies and their administration do not adequately adjust for economic inflation reducing "real income" for many faculty members (p. 43, 44, 48-56);

VII. Present salary policies and their administration with its total preoccupation with merit, have not allowed UWM interdisciplinary salaries to reflect market shifts (p. 48-56);

VIII. Present salary policies include no adequate provisions for faculty appeal of merit determination and other salary actions (p. 19, 21, 24);

¹Page numbers refer to supporting documentation in the original committee report.
THE FACULTY RECOMMENDS THAT:

A. **Salary Policy**

   I. UWM and/or the University of Wisconsin adopt a clear and concise written University salary policy and that this policy be administered uniformly in all academic units.

   II. Salary policy be formalized in a model which separates merit rating from salary determination; the model would include the following factors: Prior determination of merit ratings, available information on market values of various professional competencies, rank for rank with other institutions, cost-of-living, and imposed budgetary constraints.1

B. **Implementation**

   The salary model will include three salary adjustment funds as follows: a promotion fund, a merit fund, and an adjustment fund.

   I. **Promotion Fund**

      All rank promotions of incumbent faculty be financed from a University-wide budget to be determined by the populations of faculty in rank position eligible for promotion, unusual increments attendant upon promotions, and University policies.

   II. **Merit Fund and Appeal Procedure**

      a) The merit fund will be allocated into merit salary increments for individual faculty members in accordance with all-UWM merit ratings determined as follows:

         1. 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;

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

         3. The ratees be granted the opportunity to meet with their Executive Committees relative to these ratings and present supporting evidence;

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1 A model is simply on objective means of implementing A-II through either: a) separate budget categories for merit increases, cost-of-living increases, etc., or b) weighted average of the separate factors, or c) an index number approach; or d) a simple salary formula.

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4. That the Executive Committee evaluate files and make merit ratings, provided that no member participates in his own evaluation.

5. 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; and

b) Appeals Procedures

1. If a merit 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 recommendation, 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.

2. 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

3. 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.

III. Adjustment Fund

The salary model should insure that all faculty members' salaries be incremented each year by the largest of:

a) at least two-thirds (2/3) of the average annual percentage increase in the Consumer Price Index for the Milwaukee area over the preceding two years;

or
b) at least two-thirds (2/3) of the average 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);

or

c) an adjustment (spread over two years) 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,¹

¹(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.)

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**Ad Hoc Salary Study Committee**

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