



WISCONSIN
UNIVERSITY OF WISCONSIN-MADISON

DATE: December 16, 2014

TO: Academic Deans and Department Chairs

FROM: Sarah Mangelsdorf, Provost and Vice Chancellor for Academic Affairs *SCM*

RE: Post-Tenure Review Increments: Implementation
(Eligibility: full professors five years after promotion to full)

Deadline: March 13, 2015, for recommendations by deans to OHR
(Suggested date, departmental recommendations to Deans: February 13)

This implementation memo provides guidelines for deans and chairs for the **Post-Tenure Review Increment** faculty salary initiative. This is one among a portfolio of tools we use to address faculty salary issues, while remaining mindful of our overall fiscal constraints.

This initiative provides funds, if warranted by market analysis in tandem with post-tenure review of performance, for a salary adjustment five (5) years after promotion to full professor. Costs of the 101-fund share of the salary adjustment are equally borne by central campus and schools/colleges, up to a limit of a 10% (up to 5% from central campus) base adjustment. Note that no central matching funds are available for the non-101 portion of salary. Note that the maximum amount that may be matched with central funds has increased this year from 7% (3.5% from central campus) to 10% (5% from central campus).

Key elements to guide implementation by departments and deans follow. *Please note that central campus (OHR) will send deans lists of eligible professors, and will also note if they have already received a market adjustment within the last five years.*

1. Eligibility for consideration.

(a) Tenured faculty five years after promotion to full professor rank are eligible for consideration. Faculty promoted to full professor in 2010 (i.e., recommended for promotion in AY 2009-2010) should be considered in 2014-2015 for possible adjustments to take effect on or after July 1, 2015.

(b) Professors who already received a market-based adjustment, CCF adjustment, equity adjustment, and/or high-demand adjustment on or after July 1, 2010, but still show significant evidence of market concern are eligible for consideration.

(c) Full professors appointed to UW-Madison at the full professor rank in 2010 are eligible for consideration in 2014-2015, if their immediately preceding academic appointment had been at the associate professor rank.

Central campus (OHR) will assist deans and departments by sending a list of faculty promoted to full professor in 2010, and will specify if they already received a market adjustment (and/or

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high-demand adjustment) within the last five years. Departments are responsible for identifying any full professors eligible under 1 (c) above.

2. Relationship to post-tenure review.

(a) The increments do *not* constitute across-the-board entitlements. After determining which full professors are eligible for consideration, the first step is to evaluate performance in the domains of scholarship, teaching, and service (including such relevant factors as synergies between these domains, and campus impact beyond the tenure home unit), through the post-tenure review process. Departments should evaluate whether the full professor exceeded, met, or did not meet expectations of performance during the last five years, based on departmental criteria (per Faculty Legislation II-106).

(b) Departments should set the evaluation of the last five years within the wider context of cumulative career performance. If relevant, explain discrepancies between cumulative career performance and five-year performance. For example, the professor may have met or exceeded expectations of cumulative career performance, but recently undertook a new scholarly direction or experiment that has not yet borne fruit.

(c) Consideration of full professors for a post-tenure increment re-sets the post-tenure review clock for future reviews. Professors considered in AY 2014-2015 for a possible post-tenure increment would not undergo post-tenure review until AY 2019-2020.

3. Market analysis.

After conducting the post-tenure review, the next step is analysis of market concerns. Address (a) academic submarket data, and (b) additional market considerations, if relevant in the individual case. We realize that base adjustments recommended under this program, while significant, may fall short of adjustments one might wish to consider if we lived in a world of more abundant resources.

(a) Academic submarket comparisons. This analysis compares faculty salaries with adjusted academic submarket mean salaries (average salaries) of our official peer institutions. The adjustment takes account of stages in the faculty career cycle.

Note that the initial comparison with an adjusted mean salary does not entitle the faculty member to a specific salary figure or post-promotion salary increment. It serves to denote whether there is a prima facie case for market concern and for a consideration for a post-promotion adjustment that also takes into account other legitimate factors, among them quality of performance, submarket niches of high demand, equity concerns including gender equity, early stage in the full professor career cycle, individual factors that may bear on market demand, and impacts on resource allocation.

Note that this year, the spread sheet data issued to Deans by the Provost Office will include a calculation of whether there may be market concerns based on comparison with mean salaries of official peer institutions. In most cases, departments and colleges will not need to perform additional calculations of unadjusted and adjusted peer salary base lines.

For your information, here are the key steps.

*** Unless instructed by the school/college dean to follow an alternative reasonable methodology, departments rely on departmental comparisons of average salaries for full professors at UW-Madison's official peer institutions. These are available at the web site of Academic Planning and Institutional Research (<http://apir.wisc.edu/facultystaff-compensation.htm>). Departments and deans should communicate directly about acceptable methodology. The password to access the APIR data will be supplied to deans and chairs separately. The APIR data on mean salaries (or the alternative method suggested by school/college dean) will provide the gross baseline mean salary for purposes of market comparison.*

*** Multiply the gross baseline mean by 90%, to adjust for UW-Madison's faster promotion-to-full rate, and for short time in rank compared to full professor populations as a whole. The new figure is the net baseline mean salary for purposes of market comparison.*

*** Compute whether there is a prima facie case for market concern. If the salary figure of the full professor is 95% or more than the net baseline, there is normally not a prima facie case. Conversely, if the salary is less than 95% of the net baseline, there is a prima facie case for considering a post-promotion increment. (Recall that as noted above, a prima facie case for consideration does not by itself suffice to justify a post-promotion increment or a specific target salary.) Additional individual considerations, discussed under (b) below, may also influence, the assessment of market concern.*

*** Indicate the urgency of the market concern in light of performance. The market concern may be considered very urgent if the professor has exceeded performance expectations, urgent if the professor has met performance expectations, and not urgent – and therefore ineligible for a central campus contribution – if the professor did not meet performance expectations. Overall career performance, as well as activity during the last five years, may influence the assessment of urgency.*

(b) Additional market considerations, if relevant in the individual case. Such information may include, for example, efforts by competing universities to lure the professor, or exceptional market pressure for a high-demand niche within a larger field or discipline, or an individual star reputation so powerful that the professor has become a “market-of-one.” If such additional market considerations modify the assessment of market concern and its urgency, indicate how.

4. Additional factors to consider.

Before concluding whether a base adjustment is warranted and in what amount, consider the following factors.

(a) Address the possible impact of the recommended salary rate on gender equity or other equity concerns within the unit.

(b) Consider the parameters of resource allocation for this initiative.

****Central campus and colleges/schools will share equally the cost of a salary rate increase up to 10% (i.e., up to 5% from central campus). Costs beyond 10% are fully borne at the college/school/department level. If departments wish to recommend an increase beyond 10% in specific cases, they are strongly advised to discuss suitability and feasibility – including payment of costs – with their academic deans or associate deans.**

****The minimum base adjustment to qualify for a central campus contribution is 5% (i.e., 2.5% from central campus).**

****When funding splits between 101- and non-101 funds underwrite a faculty salary, the portion of the base adjustment borne equally between central campus and deans refers to the 101-share of the salary.**

(c) The usual campus shared governance and reporting processes apply, in recommendations by departments to deans, and by deans to Academic Personnel Office. Departments should follow their normal procedures, consult appropriately with other units in cases of shared appointments, and consult appropriately with academic deans as they formulate base adjustment recommendations. Dean approval is required before a base adjustment recommendation is considered at the central campus level. For recommended adjustments, OHR will need a brief summary report from deans on the results of the performance review, on the presence of market concern and its urgency in light of performance; and if applicable, on the expected distribution between 101- and non-101 share of the base adjustments. See point 5 below.

5. Base adjustment recommendations: calendar and process.

Due date for deans to OHR: March 13, 2015.

Due date for departments to deans: to be set by deans (suggested date: February 13).

(a) If a base adjustment is justified by analysis of market in tandem with performance review and the other factors mentioned above, departments should indicate the target salary rate, and the base adjustment recommendation. Note the 101-fund share of the base adjustment, and the dollar cost division between central campus level and school/college/department level.

(b) Deans should briefly summarize their recommendations and rationale on the Post-Tenure Increment Recommendation Form, and send the form to OHR no later than March 13, 2015. The Post-Tenure Increment Recommendation Form will be sent to deans along with this memo.

(c) Once the recommendations are received at OHR, central campus will review them and confirm or modify the requests and the central campus contribution to base adjustments. The process will take about a month.

6. In unusual cases, equity considerations may play a co-equal or primary role in a post-tenure review increment recommendation. Departments should consult with deans about such cases, and should include in their analysis the assessments of performance and market indicated in steps 2-3 above.

7. Questions. Chairs who have questions should consult their academic deans or associate deans. Deans who cannot answer questions should confer with Vice-Provost Michael Bernard-Donals, at 262-5246, or michael.bernarddonals@wisc.edu. Questions about deadlines and

delivery of data to OHR may be directed to Catharine DeRubeis, 262-7102, or cderubeis@ohr.wisc.edu.

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