



# **Key Issues for the Upcoming Titling and Compensation Study**

A Report by the  
Ad Hoc Committee on Titling and  
Compensation



# HR Design moves from the *Urgent to the Important*



# **UW-Madison Works**

(Or at least it has)



# What's in a name?

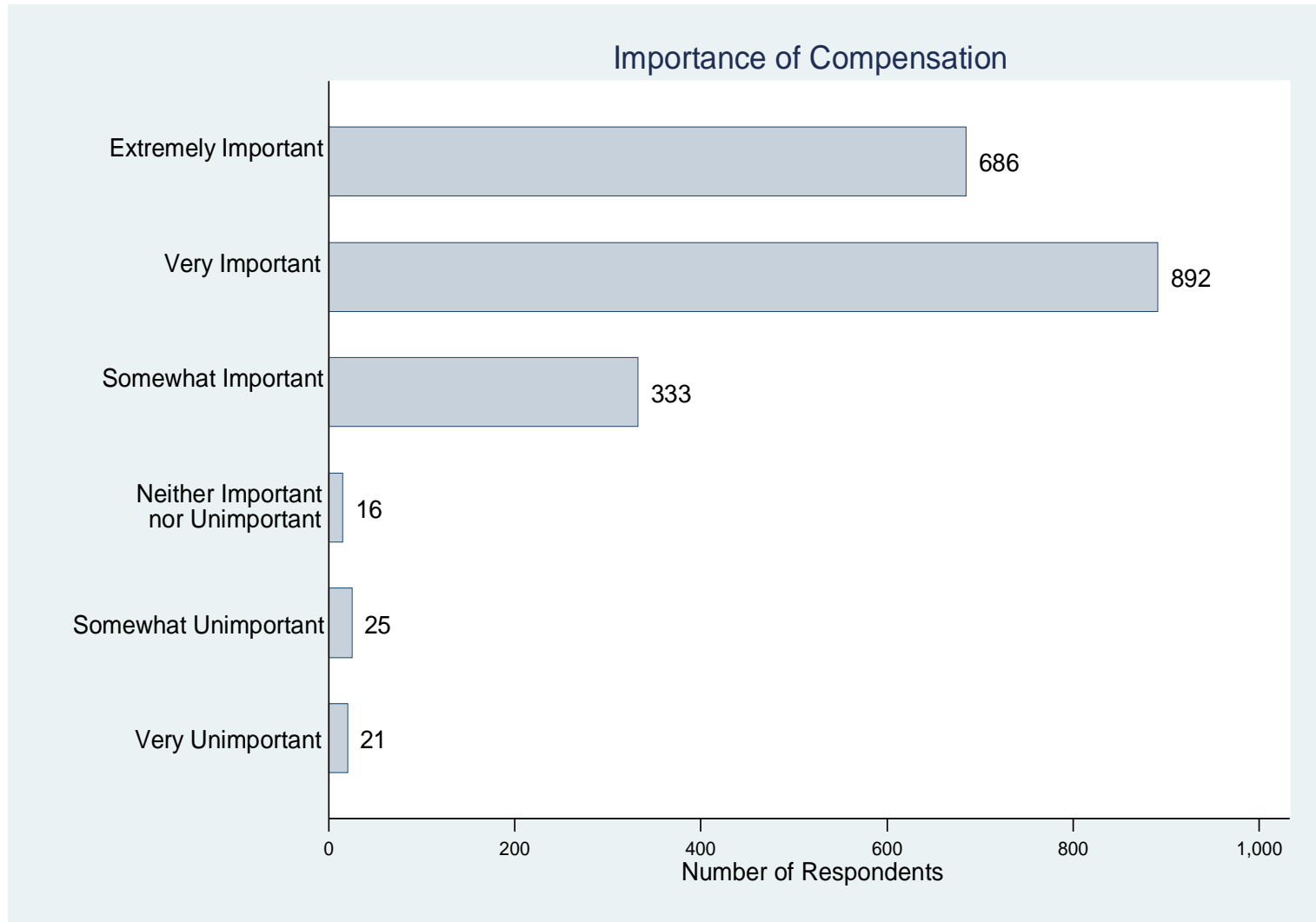
“Non-Tenure-Track Faculty”

vs.

“Academic Staff”

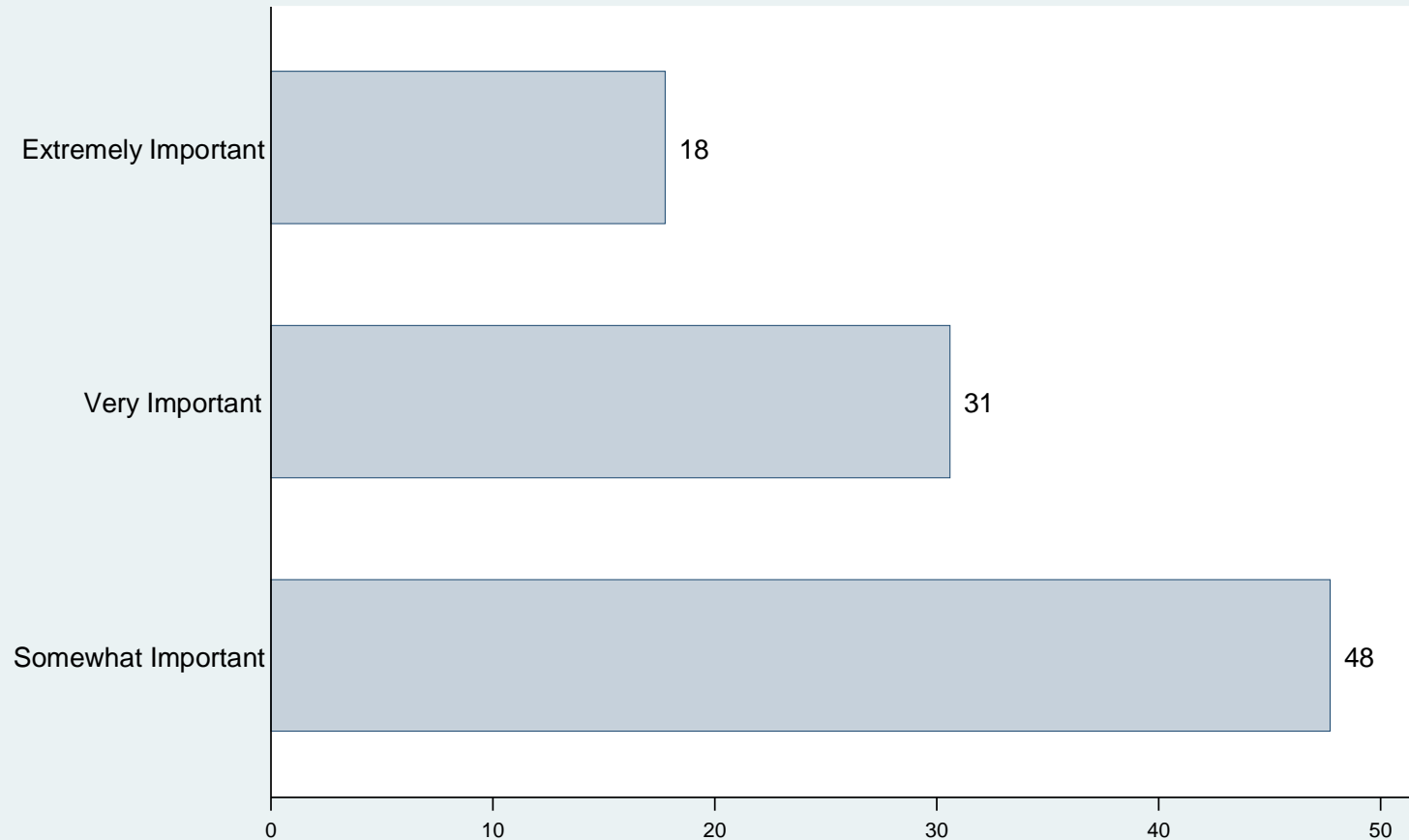


**The 80's called.  
They want their titles back.**





Percentage Who Say They are NOT Thinking about Leaving UW-Madison by Stated Importance of Compensation





# Changes to Compensation

- Act 10 = 8.2% pay cut for academic staff member at median salary with family insurance
- Increased health insurance premiums, deductibles, coinsurance
- Collapse of pay plans





Fiscal Year	Pay Plan (%)	Inflation (%)	Cumulative Effect (1974=100)
1993	4.3	2.78	90.0
1994	2.0	2.77	89.3
1995	6.0	2.76	92.1
1996	1.0	2.95	90.4
1997	2.0	2.23	90.2
1998	4.0	1.68	92.2
1999	4.5	2.14	94.4
2000	5.2	3.66	95.8
2001	5.2	2.72	98.1
2002	3.2	1.46	99.8
2003	4.2	2.11	101.8
2004	0.0	2.99	98.9
2005	1.0	3.17	96.8
2006	2.0	4.15	94.8
2007	4.3	2.36	96.6
2008	2.0	5.60	93.3
2009	1.0	-2.10	96.3
2010	0.0	1.24	95.1
2011	0.0	3.63	91.8
2012	0.0	1.41	90.5
2013	0.0	1.96	88.7
2014	1.0	1.99	87.9
2015	1.0	0.17	88.6
2016	0.0	0.50*	88.2
2017	0.0	1.85*	86.6
	Payplan=1%		Payplan > Inflation
	No Payplan		Payplan < Inflation



# Stabilizing Academic Staff Compensation

If we assume 2% annual inflation...

- \$2.8 million/year from fund 101
- \$5.6 million/year from all other funding sources
- \$8.2 million/year total



“We do not believe a two-tiered system where the University has well-compensated, world-class faculty but low morale and high turnover among its staff due to non-competitive and falling compensation will allow the University to function at its current level and maintain its current reputation for excellence.”



# Top Priority Recommendations

- HR Design must not create or institutionalize a two-tiered system where faculty receive competitive compensation but staff do not (page 15).
- A system must be created which will replace pay plans as the means of stabilizing employee compensation against inflation. Most likely the system will be a blend of different mechanisms. This system must consistently have sufficient funding to accomplish its purpose (page 13).



# Top Priority Recommendations

- Efforts to overhaul the HR system must be grounded in sound data, and these data must be made public (page 12).
- New titles must allow for comparisons across the University and with our peers as well as being perceived as accurate (page 8).
- All employees must have opportunities for advancement throughout their careers (page 8, 9).
- Shared governance must be involved in all decisions related to HR Design (page 6, 16).



## Other Recommendations

- The consultants who carry out the Titling and Compensation Study must understand the unique history and features of UW-Madison and how they contribute to its extraordinary success (page 6).
- Units should be given flexibility in how they accomplish the goals of the new HR system but be held accountable for doing so (page 6).
- The word “Professor” should be used in Academic Staff titles where appropriate and comparable to usage at other universities, especially for those who would be considered non-tenure track faculty elsewhere (page 8).



## Other Recommendations

- Use of Limited appointments should be defined and narrowly applied (page 8).
- Rather than having a large number of very specific titles, use “tags” to convey additional information about job duties (page 8).
- Consider adding more promotional steps to title series, especially those that are not comparable to the faculty three-level system (page 9).
- Maximum salaries for Category A academic staff should be eliminated or converted to guidelines (page 11).
- Performance pay should not be tightly linked to routine annual performance reviews (page 12).



# Other Recommendations

- Create a data dashboard for supervisors and budget planners on salaries/promotions/raises for individuals (page 13).
- Supervisors should be given flexibility to counter outside offers extended to academic staff regardless of the nature of the offer (page 14).
- The Academic Staff leave system should be left substantially as it is (page 16).
- Communicate regularly and collect meaningful feedback throughout the study process (page 16).
- Once a new system is designed, plan a significant effort to explain it to the University community with the goal of having it better understood than the current system (page 17).