Primary Compensation Sources within Cooperative Extension

1. Annual Pay Plan

Every two years, the UW System (UWS) proposes a plan, known as the “pay plan”, for compensating its unclassified employees. (Pay plans do not include a plan for compensating classified staff because such compensation is governed by union contracts.) The distribution of each pay plan is guided by University of Wisconsin Board of Regents policy, and must be approved by faculty governance and JOCER. Each UWS institution in turn formulates its own pay plan distribution policies in accordance with the policies determined by these governance bodies.

By Regent policy, an approved pay plan can be distributed within each institution on the basis of performance, merit and/or market. An institution’s performance evaluation and pay plan distribution plan can allow performance results to be converted to compensation adjustments irrespective of the specific amount of the pay plan. Within Cooperative Extension, pay plan distribution guidelines apply only to those pay plans that are greater than 2%. Pay plans of 2% or less are distributed across-the-board to satisfactory performers.

The pay plan distribution guidelines provide that:

- Not less than one-third of the total compensation plan shall be distributed on the basis of solid performance;
- Not less than one-third of the total compensation plan shall be distributed on the basis of merit/market; and
- Not less than one-third of the total compensation plan shall be distributed on the basis of both solid performance and merit/market criteria.

Salary Adjustments Based on Merit

As explained above, when the UWS pay plan is greater than 2%, the pay plan for Cooperative Extension is distributed to take into consideration merit and market factors, in addition to consideration for solid performance. The current process for determining merit eligibility within Cooperative Extension is:

- Merit determinations for unclassified staff are based on a systematic performance review process which identifies positive contributions by colleagues in teaching, research, public service, and/or the support functions inherent in Cooperative Extension’s mission.
- Using the logic model framework, Extension colleagues annually submit one or more success stories to the reporting system, to be evaluated for merit on specified divisional goals. Colleagues in non-programming positions who are not expected to submit to the reporting system, prepare a success story to submit at the time of their annual performance conference.
  - **Innovative Programs:** Extension colleagues will share a success story on the impact of a significant innovative program in the reporting system. The innovation may be an idea, educational approach, audience, new knowledge or adoption of research.
  - **Continued Excellence:** Extension colleagues will share the impacts of their programming efforts that exhibit evidence of continued excellence, transformational education and teamwork.
  - **Significant Partnerships:** Extension colleagues will lay the groundwork for strengthening or creating a significant partnership that results in reaching new audiences, achieving program goals or securing additional fiscal or human resources for Cooperative Extension.
• In the year of a tenured faculty member’s review, the results of the review as described in the summary report will be the primary basis for merit review.
  o In years between tenured faculty reviews, the results of the most recent tenured faculty review must be considered along with the annual performance review information in the annual merit process.
  o The specific annual salary changes will depend on the UW System and UW–Extension guidelines for merit salary determinations, tenured faculty review results, and the specific context of the faculty members’ appointment (UPG#12.03(4)).
• A performance review that reflects solid performance is required for consideration.
• Salary adjustments due to merit, must be approved by the Dean in order for them to become effective.

**Salary Adjustments Based on Market**

The current process for determining a salary adjustment on the basis of market is:

• Requests for market adjustments may be initiated by the employee, unit head, regional director or program director. The requests are submitted to the employee’s administrative lead or supervisor, e.g., regional director, program director, unit head, Dean, etc. before the pay plan is finalized.
• The following information is needed:
  o Rationale for request.
  o Salary data about internal and/or external positions with similar responsibilities in the county or region.
  o Description of significant cost of living concerns.
  o Job duty comparisons with similar positions within Cooperative Extension if this is part of the rationale for the request.
  o Colleagues in county positions must demonstrate support from their county department head and county partner.
• Only employees with performance reviews that reflect a record of solid performance will be considered for market adjustments.
• Salary adjustments due to market must be approved by the Dean in order for them to become effective.
• You are strongly encouraged to submit for a rank or title prefix change prior to applying for market.

2. **Raise to the Minimum**

An employee’s salary is automatically adjusted by the Office of Budget and Fiscal Operation when it is determined that the salary has fallen under the minimum for that position title as set by the UW System. This increase occurs without any action on the part of the employee. Within Cooperative Extension, the need to raise salary to the minimum amount occurs most often for professional and technical academic staff positions that are found in the Compensation Category A. The Category A minimum salary chart may be found [here](#).

3. **Academic Staff Title Prefix Review Process**

Most academic staff positions are eligible for a title prefix review which, if approved, results in a promotion to the next title prefix in the series and can result in a significant salary adjustment. (Program manager positions do not have title prefixes and are not eligible for a title prefix review. Titles for these positions are evaluated at the time the position is created and are determined based on characteristics of the program such as size and scope. A title change may be requested for these positions through a separate position questionnaire and analysis process.)

In accordance with academic staff policy, requests for a title prefix review are evaluated on a number of factors including years in the title and/or relevant experience, as well as demonstrated competency, professional development and contributions to the organization. Salary increases associated with a successful title prefix
review request are based on Cooperative Extension policy or on the minimum salary amount required by UWS policy, whichever is greater.

More details are available here.

The Dean and Chancellor or Chancellor’s designee must approve a change in title prefix in order for it to become effective.

The following base salary augmentations were effective as of July 1, 2007:

- Promotion from the Associate title prefix to No Prefix - $2,500, or an amount that brings the salary to the new minima (whichever is greater)
- Promotion from the No Prefix to Senior title prefix - $3,500 or an amount that brings the salary to the new minima (whichever is greater)

4. Faculty Promotions

Faculty promotions are granted following a successful review based on a thorough examination of the faculty member’s scholarly work and growth, and in accordance with academic department policies:

- Department of Agriculture and Life Sciences
- Department of Community Resource Development
- Department of Family Development
- Department of Youth Development
- Department of Environmental Sciences

The Dean, Chancellor or Chancellor’s designee and Regents must approve a change in rank for it to become effective.

Effective July 1, 2007, the following base salary augmentations result from faculty promotions:

- Promotion from rank of Instructor to Assistant Professor - $2,500
- Promotion from rank of Assistant Professor to Associate Professor - $3,500
- Promotion from rank of Associate Professor to Professor - $4,500

5. Completion of Master’s Degree by an Extension Associate

A salary adjustment of up to 5% of the annual salary is possible for an Extension Associate upon being awarded a Master’s degree. The availability and amount of the salary adjustment is dependent upon: 1) availability of county funds and approval by the county partner; 2) existence of a salary inequity due to a lower starting salary at time of hire. A salary adjustment due to achievement of a Master’s degree by an Extension Associate must be approved by the Dean and Chancellor or Chancellor’s designee in order for it to become effective.
6. **Change in Position Duties**

It is generally accepted that duties may change over time for any given position. When duties change significantly and qualitatively, there may also be cause to evaluate the relevance of the job title and the salary for the position. “Significant” in this case is generally defined as more than a 30% change in position duties. The request for a position review may be brought to the attention of the Cooperative Extension human resource development director by the employee, supervisor, unit head, regional director, program director or Dean. The Dean must approve a change-in-duty position request and related base salary adjustment in order for the changes to be effective. The request and salary adjustment must also be reviewed and approved by the UWEX Human Resource Director in order for it to become effective.

7. **Temporary Assignment of Duties**

Cooperative Extension has a policy that guides its practice of temporarily assigning duties to a colleague to ensure program or administrative coverage on a short-term or emergency basis. Examples include assigning duties to a colleague on an interim basis while recruiting for a permanent position or when there is an unanticipated vacancy in a critical program or administrative position which will require an extended period to fill. There may also be a need to accomplish work of an unusual, short-term or non-recurring project nature. For example, a regional director or program director may be asked to take on another role on an temporary basis. This action often creates a need to “backfill” by temporarily assigning duties to a different colleague who will carry out some of the responsibilities of the director’s position while he or she is in the temporary role.

According to Cooperative Extension guidelines, if the temporary assignment of duties is significantly different from the individual’s appointed duties, a temporary salary adjustment is in order. This salary adjustment is effective only while in the temporary role. The request for a temporary assignment of duties and salary adjustment is processed through the Cooperative Extension human resource development director. Salary adjustments due to an assignment of temporary duties must be approved by the Dean and Chancellor or Chancellor’ designee in order for them to become effective. Information is available on Temporary Duty Assignments [here](#).

8. **Market Driven Retention Efforts**

**Outside Offer**

This adjustment reflects a salary increase necessary to retain a person who has received an outside offer of employment (with comparable duties and responsibilities) at a higher rate than his/her existing rate. The position offered must be from an employer outside of the UW System.

The employee’s request for a salary adjustment due to an outside offer must include the following:

- A copy of the outside offer letter or other evidence of the offer.
- Identification of the source of funds for the increase and the ability of partner to meet their share, with consideration given to the impact the increase will have on the funding source.
- An analysis of the effect of the adjustment on the salary structure within the unit including the effect of gender/race and pay equity.
- Amount requested for the salary adjustment.
Solid performance is required for consideration. All requests must be approved by the supervisor, unit head, regional director and/or program director. The request for a market driven salary adjustment is processed through the Cooperative Extension human resource development director. Final approval is made by the Dean and Chancellor or Chancellor’s designee.

**Preventive**

This adjustment may be used when a salary increase is necessary to retain colleagues who have not received an outside offer in a case where significant evidence of serious retention problems exist, such as a recent pattern of employees in the same discipline/unit leaving Cooperative Extension employment to take outside positions with comparable duties and responsibilities at higher levels of pay. This type of adjustment will be used only to retain an individual whose expertise is highly valued and who has exemplary performance.

The employee’s request for a salary adjustment must include the following:

- Evidence of a retention problem.
- Market data showing current salary is below market (e.g. salary surveys).
- Statement regarding the performance level of the individual.
- An analysis of the effect of the adjustment on the salary structure within the unit, region and program area, including the effect of gender/race pay equity.
- Identification of the source of funds for the increase and the ability of partners to meet their share, with consideration given to the impact the increase will have on the funding source.

Solid performance is required for consideration. All requests must be approved by the supervisor, unit head, regional director and/or program director. The request for a preventative salary adjustment is processed through the Cooperative Extension human resource development director. Final approval is made by the Dean and Chancellor or Chancellor’s designee.

**9. Equity Issues**

A salary adjustment may be used to correct a salary inequity identified through analysis of the salaries of faculty or academic staff with comparable training, experience and responsibilities. A salary adjustment for equity purposes also may be made when significant inequities are created by hiring new employees at rates higher than those of existing staff, provided the salary rate of the new employee is necessary in order to recruit and hire the most qualified individual.

A request for a salary base adjustment for equity purposes must include the following:

- Information on positions with similar responsibilities in the county, region, or external job markets.
- Identification of the sources of funds and the ability of funding partners to meet their share.

Solid performance is required for consideration. The request for an equity-based salary adjustment is processed through the Cooperative Extension human resource development director. All requests must be approved by the supervisor and final approval is made by the Dean and Chancellor or Chancellor’s designee.
10. Other Salary Adjustments

**Stipends**

Stipends, or supplemental salary amounts, are provided to colleagues who perform the role of county department head, academic department chair, program team leader and program liaison. Unless a blanket approval from the Dean and Chancellor or Chancellor’s designee has been made, the following salary adjustments must be processed through the Cooperative Extension human resource development director and approved by the Dean and Chancellor or Chancellor’s designee before they become effective.

County department heads are paid a stipend of $3,000 per year. Those in shared department head roles share the stipend amount.

Academic department chairs receive a stipend of $3,000 per year for serving in this capacity. (They also receive a budget to use as they wish in their home counties to support their leadership roles.) $1,500 of the stipend amount is added to the base salary of an academic department chair at the end of their term.

Stipend amounts for program team leaders and program liaisons vary by program area and by percent of appointment.

**Distinguished Title Prefix for Academic Staff**

Per UWEX UPG#18, the availability of the distinguished title prefix is intended to permit UW-Extension to acknowledge the reputation and expertise of those few academic staff who have gained the widespread recognition of others in the profession. It is understood that the distinguished prefix is not part of a natural career progression track for academic staff in the professional and instructional series titles, but is awarded in exceptional cases to the “superstar” who has met a set of criteria defined by UPG#18 located [here](#).

The distinguished prefix cannot be assigned prior to review by the UWEX Distinguished Title Prefix Institutional Review Committee and approval of the Chancellor. Applications for a distinguished title prefix review are due by December 1st each year. A base salary augmentation of $4,500, or an amount that brings the salary to the new minima (whichever is greater), is awarded to those awarded the distinguished title prefix effective July 1st of the year the title change is approved.