

From: Cerra Frank
To: feeney <feene001@maroon.tc.umn.edu>,
CC: , churc001@tc.umn.edu, Kathryn E Dusenbery <dusen001@tc.umn.edu>,
Subject: Re: Allied Health proposal
Date: Fri, 07 Jan 2000 07:09:42 -0600

This is a very thoughtful recommendation, in all of its parts. I will take this foreward with Dean Michaels and see where we go next.

Thank you very much.

Frank

At 09:35 AM 12/15/1999 -0600, feeney wrote:

>
>
>Dr. Frank B. Cerra
>Sr. Vice President for Health Sciences
>Children's Rehabilitation Center
>University of Minnesota
>Minneapolis Campus

12

>
>
>Dear Frank,

>
> As a follow-up to our discussion with you about a month ago, the Academic

>Health Center Finance & Planning Committee (AHC-F&P) has again discussed
>the Allied Health Professions Training Programs (Occupational Therapy,
>Physical Therapy, Medical Technology, Mortuary Science, and [if
>interested/willing to participate] Health Infomatics) problem. We have
>reviewed the recent proposal from Dean Michael and Associate Dean
>Vercellotti. Our intention was to develop our own proposal and we have
>defined that below. Our proposal is in some ways similar to the
>Michael/Vercellotti proposal, but it has some notable differences.

>
>The proposal from the AHC F & P is as follows:

>
>1. An Institute/Center for Allied Health be created within the Medical
>School. This Institute/Center should answer directly to the Dean of
>the Medical School because funding allocation decisions will be made by
>the Dean.

>
>2. That this Institute/Center for Allied Health Professions have a
>"recurring" budget that is independent from any of the Medical School
>Departments.

>
>3. That initial budget allocation decisions be based on the following:

> -What it takes to operate these programs in the current environment
and
>at their "right size" for the needs of the State.

> -What can be garnered from tuition revenues (which should be
distributed
>directly to these programs according to institutional policy).
> -An historic viewpoint of these groups as they are now and were up
to 15
>years ago. It is our suspicion that these programs have been
subjected
>to differential budget suffering depending on he department
in which they
>have resided and we do not want to see these program
inequities frozen in
>the Institute/Center budget.

> -What can be requested from the legislature in support of the allied
>health professions training within the State.

>4. a. The Institute/Center for Allied Health Professions should be managed
>by a FACULTY DIRECTOR who would most likely be one of the current program
>directors. The Institute/Center for Allied Health Professions could
>decide from within who should be recommended for this appointment, but
the
>appointment be made formally by the Medical School Dean for a
>predetermined term. Rotation among the program directors as
>Institute/Center for Allied Health Professions Director is an option,
>provided the programs want to do it this way and the Dean is in
agreement.

> This Director would be the representative for budget negotiations with
>the Medical School Dean and he/she would spearhead a legislative proposal
>as well as coordinate any Institute/Center-based fund raising
endeavors.

>This Director would continue his/her role as a program director,
but
>would have the option to delegate some Institute/Center for Allied
Health

>Professions Director responsibilities among the other program directors.

> b. We see no need for additional administrative structure with the
>exception of a staff person to take care of the office and facilitate th
>Director's tasks.

>5. The Director of the Institute/Center for Allied Health Professions would
> have a seat on one of the Dean's Advisory Councils (e.g. the Council
of
>Clinical Sciences, ? other) wherein he/she could participate in Th
>educational and, where applicable, clinically-related deliberations.
>would give this Director first-hand insight into the funding situation
>affecting the other Medical School operations.

>6. The Institute/Center for Allied Health Professions would be a critical
>mass of individuals with similar goals and similar problems. They could
>be made visible for a legislative request to foster their endeavors
once
>free of their individual departments and in possession of an identity.

>7. The faculty comprising the Institute/Center for Allied Health
>Professions would maintain their current departmental "tenure homes"
until
>such time as a better system can be developed (e.g. move everybody to
one
>department as an option).

>
>8. In addition to the possibility for inclusion as the Institute/Center for
> Allied Health Professions in a legislative request, these programs
within
>the Institute/Center for Allied Health Professions could exercise
>creativity to enhance their funding using tuition revenues from
additional
>course offerings, contract research, adult education, etc. which could
>directly impact their bottom line.

>
>9. The Institute/Center for Allied Health Professions should contain the
>following programs:
> - Health Infomatics (if this group is interested in being
included in
>this group),
> - Medical Technology,
> - Mortuary Science,
> - Occupational Therapy, and
> - Physical Therapy.
> These programs share a common need for visibility and could develop
>funding and research strategies that may be mutually beneficial. They
all
>share an educational mission, they all may have the opportunity for
>research, and they may develop methods for enhancing their revenues via
>service endeavors. We don't believe in the "cherry picking" approach
>wherein some programs are left within selected Medical School Departments
>(e.g. those with current potential for ICR \$) while others are gladly
>given up as drains on departmental revenues. For this proposal to
work,
>there must be a core of programs included, but each program must decide
>individually.

>
> We hope this proposal is something that will help solve the Allied
Health
>Professions Programs' problems and at least give them the autonomy (fiscal
>as well as programmatic) to exercise creative options for generating and
>saving dollars while controlling their own destinies. We did not make
>specific budget proposals because we do not have the data. This should be
>a process negotiated once the group is formed and decides what it needs and
>what it can live with to accomplish their "collective mission". In #3,
>above, we outline what we consider to be relevant considerations is

>developing budgets.

>
> If you wish to discuss this with us further, please let us know.
Ms.

>Vickey Courtney from the U-Mn Senate Office will send copies of this
>proposal to the program directors, deans and department chairs involved.
>We appreciate the opportunity to provide this input.

>

>
>Sincerely,

>
> ,

>Academic Health Center Finance & Planning Committee:

- > -T. Church
- > -D. Feeney, 1999-2000 Chair
- > -K. Dusenbery
- > -K. Johnston
- > -T.M. Speidel
- > -P. Tomlinson
- > -C. Wells

>
>
>Daniel A. Feeney, DVM, MS

>Professor of Radiology
>College of Veterinary Medicine
>University of Minnesota
>408 Veterinary Teaching Hospital
>1365 Gortner Avenue
>St. Paul, MN 55108
>(612) 625-9731 [office phone]
>(612) 624-0751 [FAX]
>feene001@tc.umn.edu [e-mail]
>(612) 538-4487 [digital pager]

>

From: Feeney Daniel
To: tbrown@tc.umn.edu
CC: myudof@tc.umn.edu, saathoff@mailbox.mail.umn.edu, churc001@tc.umn.edu,
Subject: Review of Sr. VP Cerra
Date: Mon, 10 Jan 2000 13:06:54 -0600

Good Day,

This is a follow-up to the 12/9/99 memorandum from you regarding the upcoming review of Sr. VP Frank Cerra. This is not a proposal for membership on the evaluation team. It is, however, a request to be included in the evaluation process. The faculty governance/participation mechanism has begun to blossom in the Academic Health Center (AHC) thanks in part to a formal Senate organization and thanks in a large part to the support from Sr. VP Frank Cerra. He has created a receptive environment where faculty and the faculty governance mechanism can openly express opinions and make suggestions. In addition, Sr. VP Cerra actively encourages input from all faculty constituencies and takes the input seriously. This is a complete turnaround from the way the AHC operated as far back as I can remember.

From our position as the AHC Finance & Planning Committee, we would appreciate the opportunity to provide perspective on the financial operation and the direction of development in the AHC. We will use whatever mechanism you (or the evaluation team) suggest. The AHC Finance & Planning Committee meets bimonthly and we communicate among ourselves regularly via e-mail. We will promptly respond to any request for input on Dr. Cerra.

Thank you for your consideration.

Academic Health Center Finance and Planning Committee:

T. Church,
K. Dusenbery,
D. Feeney (1999-2000 Chair),
K. Johnston (ex officio),
T.M. Speidel,
P. Tomlinson,
C. Wells

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From: Nicole Boldt <boldt002@gold.tc.umn.edu>
To: courtney@mailbox.mail.umn.edu, garye@umn.edu
CC:
Subject: FWD: Semester Leaves (fwd)
Date: Mon, 10 Jan 2000 14:00:00 -0600

Vickie,

Thank you for sending a copy of the message from Dan to me. I will follow up with Dick on this matter. Also, please note that the current leave policy that was approved by the Faculty Senate last spring is an interim policy that must be replaced by next spring. The SCFA Benefits Subcommittee is working with Robert Jones to develop a permanent policy.

Thanks again,
Nicole

----- Forwarded Message begins here -----
From: "Vickie Courtney" <courtney@mailbox.mail.umn.edu>
Date: Mon, 10 Jan 2000 14:04:27
To: boldt002@umn.edu,
garye@umn.edu
Subject: FWD: Semester Leaves

Gary and Nicole: Not sure if you were copied on this correspondence...

VC

----- Forwarded Message Starts Here -----

From: Feeney Daniel
Date: Mon, 10 Jan 2000 13:48:44 -0600
To: Carol A Carrier
Subject: Semester Leaves

Carol and Dick,

Happy New Year! Hopefully neither the Y2K bug nor the flu bug caught up with either of you.

The AHC Finance & Planning Committee has been discussing faculty compensation and is in the process of investigating the application of the Faculty Compensation Policy across the AHC. In discussions by members of the Committee with their constituent faculties, another topic came up. That is the "semester leaves". I recalled that this was a SCFA topic several years ago, but that the policy was being revised to fit semesters (and hopefully updated to address concerns that surfaced in earlier discussions). Our concerns stem around 2 issues:

- the specifics of this policy as it now applies to semesters, and
- the concern for the seeming variability in utilization and

availability

across the various academic units.

My recollection of the policy is that it is funded entirely by the individual academic units (e.g. departments/colleges). A concern about this situation was raised during previous SCFA discussions because of what seems to be inequitable, funding-based and staffing-depth issues that give rise to unequal availability depending on the unit happens to have as a tenure home.

This is a request for an update on the interpretation of the current policy and a request for a re-opening of the discussion of this issue based on the above, if applicable. Faculty vitality and retention are currently big issues in our institution and will only get bigger. The option to "recharge" and "retool" should be something that is available to ALL FACULTY and is a big part of the post-tenure review consideration. We have heard concerns from some mid-career faculty within the AHC about what their options were and who (? deans, ? chairs) determined how many leaves were available in each of the academic units in the AHC. In thinking about this, this is not just an AHC issue and in our opinion deserves re-examination and possibly some central funding to equalize opportunities. I'm sending a copy of this note to Professor Gudeman of the Senate Finance & Planning Committee because this obviously has financial implications across the entire campus.

Thanks for listening.

Dan Feeney
1999-2000 Chair, AHC Finance & Planning Committee
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----- Forwarded Message Ends Here -----

Vickie Courtney
U Senate
427 Morrill Hall
625-4805
courtney@mailbox.mail.umn.edu

----- Forwarded Message ends here -----

Nicole Boldt

Phone: (612) 625-4859

FY 2001 Compact Addendum
An Agreement Between the Senior Vice President for Health Sciences
and the School/College of _____

Modified Agreement Statement

[Replace with a short overview statement of your compact for FY 2001.]

4.

Progress:

Major Accomplishments in FY 2000

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

New Priorities for FY 2001

Academic priorities that should not be deferred until the full FY 2002 compact process.

- 1.
- 2.
- 3.

Progress Report on Academic Priorities for 1999-2000

The academic priorities approved in the compact between the Senior Vice President for Health Sciences and the Dean of the School/College of _____ for 1999-2000 are listed below. Also detailed for each priority is a brief statement of progress through December 1999.

1.

Progress:

2.

Progress:

3.

Progress:

Impact of University-Wide Issues on the School/College

- 1.
- 2.
- 3.
- 4.

Consultation on and Communication of Academic Priorities and Resource Allocations

[Replace with a short statement describing the methods used to consult on and communicate decisions about priorities and resources allocations.]

Academic Priorities / Long-Range Vision in Strategic Plan

[Replace with a short statement about the fit between the academic priorities of the school/college and the long-range vision as expressed in the school's/college's strategic plan.]

From: Feeney Daniel
To: Mark C Engebretson <engeb010@tc.umn.edu>, rinar001@tc.umn.edu
CC: churc001@tc.umn.edu, Kathryn E Dusenbery <dusen001@tc.umn.edu>,
Subject: Consulting Policies
Date: Mon, 10 Jan 2000 13:29:41 -0600

Mark & Peggy,

Just a quick note to make a suggestion for something in one of the upcoming issues of the AHC Newsletter. Discussions within the AHC Finance & Planning Committee have included the topics of faculty salaries. One obvious aside is the option for faculty consultation with local/regional industries, regional practitioners of the healing arts, and even possibly other educational institutions. A quick survey of our committee, which is comprised of faculty with above average knowledge of institutional regularions and politics, indicates a lack of knowledge about and understanding of:

- the Regents Policy on Faculty Consultation,
- the Institutional Policy on Conflict of Interest, and
- the existence and duties of the AHC Conflict Review Committee.

It is our supposition that there is even greater variance in knowledge of, understanding of, and (unfortunately) interpretation of these policies among not only faculty, but also administrators (specifically chairs and deans). The scope of these policies goes well beyond what can be interpreted in any atricle that could be published. However, making everyone aware of their rights and options under these policies simply by telling them where to find them would be a service to the AHC.

We as the AHC Finance & Planning Committee suggest a short update on the existence of these policies and where to find them. This could be a short FYI in the Newsletter. Our goal here is to try and bring everybody who is interested up to speed with the policies while avoiding any formal interpretations. Knowledge (and hopefully equitable application) of policies is one of the best defense mechanisms for either administration or faculty. With faculty salaries continually under pressure, legitimate opportunities to supplement incomes under existing policies is one options for current faculty and can be used as a recruiting tool for future faculty.

Mark, the article on the AHC Finance & Planning Committee was great. While my picture did nothing for the article, it gave your readers some insight into what we're doing and our sphere of influence.

Best wishes,

Dan Feeney
1999-2000 AHC Finance & Planning Committee Chair
Daniel A. Feeney, DVM, MS
Professor of Radiology
College of Veterinary Medicine
University of Minnesota
408 Veterinary Teaching Hospital

Strategic Facilities Plan

Appendix 1.

Analysis of Resource Management and Utilization

Appendix 2.

Schedule 1: All Funds Budget

Schedule 2: Asset Allocation

Schedule 3: Investment Worksheet

Schedule 4: Realignment, Reduction, and Retrenchments
(required to fund new programs or to invest in new initiatives).

Schedule 5: Utilization of Private Funds

Updated Performance and Outcome Measures

Appendix 3.

Biennial Legislative Initiatives

Appendix 4.

Status of Reports

Appendix 5:

Schedule 1: Status of FY 2000 Reports

Schedule 2: Status of FY 2001 Reports

Comparing Faculty Salaries in Research I Institutions, 1998-99

(Full Professors)

Statistics	<u>Full Professors</u>
All Institutions	
High	\$104,483
Low	\$59,200
Mean	\$81,112
Median	\$81,100
Standard Deviation	\$10,550
90th Percentile	\$93,800
75th Percentile	\$87,500
25th Percentile	\$75,600

University of Minnesota	Approximate Rank	Full Professors
School of Public Health *	3	\$104,483
College of Pharmacy *	7	\$96,539
Duluth School of Medicine *	10	\$92,901
Academic Health Center *	22	\$86,870
Medical School - Twin Cities *	25	\$85,661
College of Veterinary Medicine *	26	\$85,499
Twin Cities Campus*	28	\$84,300
School of Nursing *	63	\$74,053
School of Dentistry *	69	\$71,304

All Institutions	Rank	Full Professors
Chicago, University of	1	\$109,800
Princeton University	2	\$109,200
Northwestern University	3	\$104,500
Vanderbilt University	4	\$101,600
Carnegie-Mellon University	5	\$98,700
Washington University	6	\$97,300
Emory University	7	\$96,700
Virginia, University of	8	\$94,700
Cornell University	9	\$93,800
Yale University	10	\$92,500
Michigan, University of (Ann Arbor)	11	\$91,700
Georgia Institute of Technology	12	\$91,100
Rochester, University of	13	\$90,300
Rutgers University	14	\$90,100
Johns Hopkins University	15	\$89,600
California Institute of Technology	16	\$89,200
Pennsylvania, University of	17	\$88,900
Stanford University	18	\$88,900
Rockefeller University	19	\$88,400
North Carolina, U of (Chapel Hill)	20	\$88,000
Texas, University of (Austin)	21	\$87,500
New York, State U of (Buffalo)	22	\$87,400
Iowa, University of	23	\$86,400
Penn. State University	24	\$86,300
Purdue University	25	\$85,900

*Comparing Faculty Salaries in Research I Institutions, 1998-99
Professors*

Institutions	Rank	Professors
Ohio State University	26	\$85,200
Harvard University	27	\$84,600
Minnesota, U of (Twin Cities) *	28	\$84,300
Pittsburgh, University of	29	\$84,200
Indiana University	30	\$83,600
California, U of (Santa Barbara)	31	\$83,400
Texas A & M	32	\$83,300
California, University of (San Diego)	33	\$82,900
Missouri, University of (Columbia)	34	\$82,600
Illinois, U of (Champaign-Urbana)	35	\$82,500
Georgia, University of	36	\$82,300
Virginia Polytechnic Institute	37	\$82,100
North Carolina State University	38	\$81,900
Georgetown University	39	\$81,500
Iowa State University	40	\$81,500
Connecticut, University of	41	\$81,100
Illinois, University of (Chicago)	42	\$80,900
California, University of (Davis)	43	\$79,500
Wisconsin, University of (Madison)	44	\$79,000
California, U of (Los Angeles)	45	\$78,900
Arizona, University of	46	\$78,700
California, University of (Berkeley)	47	\$78,700
Miami, University of	48	\$77,900
Wayne State University	49	\$77,800
Alabama, U of (Birmingham)	50	\$77,700
New York University	51	\$77,600
Case Western Reserve University	52	\$77,200
Cincinnati, University of	53	\$77,100
Columbia University	54	\$77,000
Arizona State University (Tempe)	55	\$76,900
Florida, University of	56	\$76,500
Colorado, University of (Boulder)	57	\$76,200
Maryland, University of (C. Park)	58	\$76,200
Brown University	59	\$76,100
Kentucky, University of	60	\$75,800
Nebraska, University of (Lincoln)	61	\$75,600
Virginia Commonwealth University	62	\$75,400
Massachusetts Institute of Tech.	63	\$74,100
Southern California, University of	64	\$74,000
Temple University	65	\$72,900
Michigan State University	66	\$72,400
Washington, University of	67	\$72,200
California, University of (Irvine)	68	\$72,100
Massachusetts, University of	69	\$71,400
Colorado State University	70	\$70,400
Utah, University of	71	\$69,800
Louisiana State University	72	\$69,100
Kansas, University of	73	\$68,000

*Comparing Faculty Salaries in Research I Institutions, 1998-99
Professors*

Institutions	Rank	Professors
New Mexico, University of	74	\$67,900
Florida State University	75	\$66,900
West Virginia University	76	\$65,000
California, U of (San Francisco)	77	\$61,700
Oregon State University	78	\$61,700
New Mexico State University	79	\$59,800
Tufts University	80	\$59,300
New York, State U of (Stony Brook)	81	\$59,200

* Academic base salary only. Does not include clinical income that is not a part of base salary.

Comparing Faculty Salaries in Research I Institutions, 1998-99

(Associate Professors)

Statistics	<u>Associate Professors</u>	
All Institutions		
High		\$75,191
Low		\$42,500
Mean		\$56,683
Median		\$56,900
Standard Deviation		\$5,999
90th Percentile		\$64,800
75th Percentile		\$59,800
25th Percentile		\$51,900
University of Minnesota	Approximate Rank	Associate Professors
College of Veterinary Medicine *	1	\$75,191
School of Public Health *	1	\$72,921
College of Pharmacy *	1	\$70,869
Duluth School of Medicine *	4	\$67,119
Medical School - Twin Cities *	13	\$63,731
Academic Health Center *	16	\$62,157
School of Nursing *	19	\$60,869
Twin Cities Campus*	45	\$60,700
School of Dentistry *	79	\$46,553
All Institutions	Rank	Assoc. Professors
Chicago, University of	1	\$70,900
Northwestern University	2	\$69,400
Carnegie-Mellon University	3	\$67,900
Cornell University	4	\$67,500
Vanderbilt University	5	\$66,400
Princeton University	6	\$65,400
Georgia Institute of Technology	7	\$65,200
Rutgers University	8	\$64,900
Johns Hopkins University	9	\$64,800
North Carolina, U of (Chapel Hill)	10	\$64,700
Michigan, University of (Ann Arbor)	11	\$64,600
Virginia, University of	12	\$63,800
Emory University	13	\$63,700
Washington University	14	\$63,200
New York, State U of (Buffalo)	15	\$62,800
California Institute of Technology	16	\$62,000
Missouri, University of (Columbia)	17	\$62,000
Iowa State University	18	\$61,200
Minnesota, U of (Twin Cities) *	19	\$60,700
Stanford University	20	\$60,600
Wisconsin, University of (Madison)	21	\$59,800
Pennsylvania, University of	22	\$59,600
Pittsburgh, University of	23	\$59,600
Rochester, University of	24	\$59,600
Texas A & M	25	\$59,400

Comparing Faculty Salaries in Research I Institutions, 1998-99
 Associate Professors

Institutions	Rank	Assoc. Professors
Iowa, University of	26	\$59,300
Wayne State University	27	\$59,300
Virginia Commonwealth University	28	\$59,200
Virginia Polytechnic Institute	29	\$59,000
Connecticut, University of	30	\$58,900
Illinois, University of (Chicago)	31	\$58,900
North Carolina State University	32	\$58,800
Purdue University	33	\$58,600
Georgia, University of	34	\$58,500
Indiana University	35	\$58,500
Ohio State University	36	\$58,300
Penn. State University	37	\$58,100
Illinois, U of (Champaign-Urbana)	38	\$57,600
Cincinnati, University of	39	\$57,400
Kentucky, University of	40	\$57,000
California, University of (Davis)	41	\$56,900
Case Western Reserve University	42	\$56,700
Texas, University of (Austin)	43	\$56,600
Arizona State University (Tempe)	44	\$56,500
Florida, University of	45	\$55,500
Massachusetts, University of	46	\$55,100
California, University of (San Diego)	47	\$55,000
Colorado, University of (Boulder)	48	\$54,900
Temple University	49	\$54,700
California, U of (Santa Barbara)	50	\$54,600
Arizona, University of	51	\$54,400
Michigan State University	52	\$54,200
Nebraska, University of (Lincoln)	53	\$54,100
Alabama, U of (Birmingham)	54	\$53,800
Maryland, University of (C. Park)	55	\$53,800
Miami, University of	56	\$52,900
Yale University	57	\$52,700
Washington, University of	58	\$52,600
Colorado State University	59	\$52,200
Southern California, University of	60	\$52,100
California, University of (Berkeley)	61	\$51,900
Rockefeller University	62	\$51,500
Georgetown University	63	\$51,300
Brown University	64	\$51,000
California, University of (Irvine)	65	\$51,000
California, U of (Los Angeles)	66	\$50,900
West Virginia University	67	\$50,900
Massachusetts Institute of Tech.	68	\$50,800
Louisiana State University	69	\$50,600
New York University	70	\$50,600
New Mexico, University of	71	\$50,300
Florida State University	72	\$50,000
Kansas, University of	73	\$49,500

Comparing Faculty Salaries in Research I Institutions, 1998-99
Associate Professors

Institutions	Rank	Assoc. Professors
Columbia University	74	\$49,000
Utah, University of	75	\$49,000
New Mexico State University	76	\$48,800
Harvard University	77	\$48,200
Oregon State University	78	\$47,300
California, U of (San Francisco)	79	\$46,100
Tufts University	80	\$43,700
New York, State U of (Stony Brook)	81	\$42,500

* Academic base salary only. Does not include clinical income that is not a part of base salary.

Comparing Faculty Salaries in Research I Institutions, 1998-99

(Assistant Professors)

Statistics	<u>Assistant Professors</u>
All Institutions	
High	\$64,200
Low	\$33,600
Mean	\$47,473
Median	\$47,500
Standard Deviation	\$5,827
90th Percentile	\$53,600
75th Percentile	\$50,700
25th Percentile	\$43,600

University of Minnesota	Approximate Ranking	Assistant Professors
Duluth School of Medicine *	1	\$70,629
College of Veterinary Medicine *	1	\$65,062
School of Public Health *	2	\$61,765
College of Pharmacy *	3	\$60,881
Medical School - Twin Cities *	13	\$51,757
Twin Cities Campus*	48	\$50,500
School of Nursing *	39	\$47,780
Academic Health Center *	42	\$47,266
School of Dentistry *	81	\$29,951

Institutions	Rank	Asst. Professors
Chicago, University of	1	\$64,200
Washington University	2	\$61,600
Carnegie-Mellon University	3	\$60,600
Cornell University	4	\$59,200
Northwestern University	5	\$58,600
Rochester, University of	6	\$56,800
Georgia Institute of Technology	7	\$56,500
Johns Hopkins University	8	\$55,200
Vanderbilt University	9	\$53,600
Pennsylvania, University of	10	\$53,400
Wisconsin, University of (Madison)	11	\$53,100
Texas, University of (Austin)	12	\$52,400
North Carolina State University	13	\$51,800
Texas A & M	14	\$51,800
Michigan, University of (Ann Arbor)	15	\$51,700
Princeton University	16	\$51,600
California Institute of Technology	17	\$51,400
Emory University	18	\$51,100
Missouri, University of (Columbia)	19	\$51,100
North Carolina, U of (Chapel Hill)	20	\$50,800
Georgia, University of	21	\$50,700
Minnesota, U of (Twin Cities) *	22	\$50,500
Iowa, University of	23	\$50,400
Virginia, University of	24	\$50,200
Illinois, U of (Champaign-Urbana)	25	\$49,700

Comparing Faculty Salaries in Research I Institutions, 1998-99
Assitant Professors

Institutions	Rank	Asst. Professors
New York, State U of (Buffalo)	26	\$49,600
Purdue University	27	\$49,500
Virginia Polytechnic Institute	28	\$49,500
Illinois, University of (Chicago)	29	\$48,900
Iowa State University	30	\$48,900
Ohio State University	31	\$48,900
Pittsburgh, University of	32	\$48,900
Maryland, University of (C. Park)	33	\$48,600
Arizona, University of	34	\$48,400
Stanford University	35	\$48,300
Kentucky, University of	36	\$48,100
Rutgers University	37	\$48,100
Florida, University of	38	\$48,000
Case Western Reserve University	39	\$47,600
Indiana University	40	\$47,500
Penn. State University	41	\$47,500
California, University of (Davis)	42	\$47,400
Virginia Commonwealth University	43	\$46,900
Cincinnati, University of	44	\$46,800
Arizona State University (Tempe)	45	\$46,600
Nebraska, University of (Lincoln)	46	\$46,400
Wayne State University	47	\$46,400
Colorado, University of (Boulder)	48	\$46,200
California, University of (San Diego)	49	\$46,100
Miami, University of	50	\$46,100
Connecticut, University of	51	\$46,000
Washington, University of	52	\$45,900
Alabama, U of (Birmingham)	53	\$45,300
Massachusetts, University of	54	\$45,300
California, U of (Santa Barbara)	55	\$45,100
Southern California, University of	56	\$45,000
Colorado State University	57	\$44,700
Michigan State University	58	\$44,400
Florida State University	59	\$44,300
Harvard University	60	\$44,200
Louisiana State University	61	\$43,600
Massachusetts Institute of Tech.	62	\$43,600
Brown University	63	\$43,500
California, University of (Berkeley)	64	\$43,300
Kansas, University of	65	\$43,300
New York University	66	\$43,000
Yale University	67	\$42,700
California, U of (Los Angeles)	68	\$42,600
New Mexico, University of	69	\$42,300
Oregon State University	70	\$41,900
California, University of (Irvine)	71	\$41,300
Utah, University of	72	\$41,300
New Mexico State University	73	\$41,200

Comparing Faculty Salaries in Research I Institutions, 1998-99
Assistant Professors

Institutions	Rank	Asst. Professors
West Virginia University	74	\$41,200
Georgetown University	75	\$40,800
Columbia University	76	\$38,800
Temple University	77	\$38,800
California, U of (San Francisco)	78	\$36,900
Rockefeller University	79	\$34,300
New York, State U of (Stony Brook)	80	\$33,900
Tufts University	81	\$33,600

* Academic base salary only. Does not include clinical income that is not a part of base salary.

UNIVERSITY OF MINNESOTA

Twin Cities Campus

*Academic Health Center
Office of the Senior Vice President
for Health Sciences*

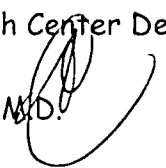
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December 2, 1999

MEMORANDUM

TO: Academic Health Center Deans

FROM: Frank B. Cerra, M.D. 

SUBJECT: Compact Instructions for FY 2001

We are now preparing to initiate the third year of compact development. The compacts for FY 2000 reflect excellent progress and improvement from our first year effort. (Please note that all compacts can be viewed on the web at www.evpp.umn.edu/compact/). Based on feedback I have received, the process has evolved over the last two years into a useful tool for communicating academic priorities and for managing programs and resources. But, EVP Bruininks and I have also heard from many deans that the process is too long and too consuming. Accordingly, some modifications in the process will be introduced for FY 2001. An overview of these changes follows.

1. Compacts will be done on a biennial basis. A 'full' compact will be produced every other year. An 'addendum' to the 'full' compact will be prepared in the off-year. As is the case with the full compact, the addendum will be written as an agreement between the SVP-HS and the Dean or Director (of major organizational units).
2. The FY 2000 compact is a 'full' compact and will be the starting point for the FY 2001 document. The next 'full' compact process will take place in the 2001-2002 academic year.
3. The addendum, which is anticipated to be a one to three page document, will include:
 - a) Major accomplishments of the schools and colleges in FY 2000
 - b) Progress reports on priorities established for FY 2000
 - c) Emerging issues that were not known in FY 2000, but should not be deferred until the 'full' compact development in FY 2000-2001.

- d) Descriptions of the impact of university-wide issues on the unit. All colleges and schools will be asked to describe how technology is changing the way they conduct teaching, research, outreach, and business practices. Discussions of various distance education technologies, technology support for major research and outreach programs, local and system-wide infrastructure needs, and training and support requirements are all appropriate items for this section. More information on the form of the submission will be sent to you at a later date.
- e) A short statement describing the methods used to consult on and communicate decisions about priorities and resources allocations.
- f) A short statement about the fit between the academic priorities of the school and the long-range vision as expressed in the school's strategic plan.
- g) A resource management and utilization analysis
- h) Updated performance and outcome measurements (again prepared as a joint effort of AHC Finance Staff and the Central Budget Office)

The section on resource management analysis will be the next stage in the evolution of a comprehensive "all-funds" budget review. The components of the enhanced evaluation of resource utilization will include:

1. The expansion of the investment worksheet into an 'asset allocation' document that shows the deployment of resources by major activity in a school.
2. Incremental requests of an urgent nature can be submitted in the "investment" section of the renamed asset allocation document. These requests will also be submitted in the Phase II budget process. Instructions for Phase II will be released later this month.
3. The identification of realignments, redirections, or retrenchments of resources during FY 2000 and those planned for FY 2001 to fund new programs or invest in new initiatives. The description should include both the 'beneficiary' of the changed resources and the actions that were necessary to release these funds.
4. A description of the utilization of private funds, with particular emphasis on endowment income.

5. A detail of the all-funds budget by major revenue and expense category. A balanced budget is mandated and the actions that are required to balance the budget should be explained in this section.

Linking the compact to the biennial legislative request

All university academic and administrative units can suggest initiatives for the 2002-2003 biennial legislative request. I have attached an excerpt from EVP and Provost Bruininks letter to his deans and administrative units that describes the process we will all follow in presenting ideas for 2002-2003 biennial budget proposal. In short, deans and leaders of major organizational units may present ideas for biennial budget requests. These ideas should be linked to both the unit's compact and to the Governor's 'big plan'. A template for submitting a request follows:

Title of Proposal:

Link to current compact

Link to Governor's "big plan"

Rationale (why should the state fund this proposal):

Outcomes and evaluation measures:

I will want to preview potential requests at the regularly scheduled one-on-one meetings in January and review final proposals in February.

Timetable for FY 2001 compacts

The schedule for preparing the FY 2001 compact for AHC schools, colleges and centers will be very similar to the one used for FY 2000. A brief explanation of the major events by month follows.

January 2000

- SVP-HS and deans will have conceptual discussions of new priorities during the regularly scheduled one-on-one meetings in January. At that time, they will preview the progress report on FY 2000 academic priorities and review the status of outstanding reports assigned for both FY 1999 and FY 2000. Emergency resource requests should be presented at that time.

Memorandum to Academic Health Center Deans

December 2, 1999

Page 4

February 2000

- Discussions about the FY 2001 compact will continue at the February one-on-one meetings. At this meeting, the SVP-HS and deans will also discuss potential 2002-2003 biennial budget proposals and initial drafts of the resource management and utilization analysis.

March 2000

- Draft compacts should be forwarded to SVP-HS office by March 15. The CFO staff will coordinate the compilation of the documents through electronic file exchange.
- Meetings will be scheduled with Central officials during the last two weeks of March. The draft compacts, draft biennial budget proposals, and the resource management and utilization analysis will be presented and discussed.
- Draft compacts will be reviewed with AHC-FCC and AHC-FCC finance and planning subcommittee

April to June 2000

- Compacts will be revised to reflect suggestions from conversations in SVP/Deans one-on-one meetings and from the formal meeting with AHC and Central leadership.
- SVP-HS and Dean or Director will sign off on a final compact.

June 2000

- Deans will make brief presentations of the final compacts at the annual deans' retreat.
- The SVP-HS will forward final compacts to President and EVP and Provost
- Synopsis of AHC compacts will be disseminated to AHC community

Please contact Katherine Johnston or me if you have questions or need assistance in starting the development of your FY 2001 compacts.

cc: Robert Bruininks
Richard Pfutzenreuter
Katherine Johnston
Lincoln Kallsen

Academic Health Center

FY 2001 Compact Development

Linking the Compact and the Biennial Budget Proposal

To submit ideas for FY 2002-2003 biennial request, schools and colleges in the Academic Health Center will follow these directions, which are excerpted from Executive Vice President and Provost Bruininks' memorandum (dated November 23, 1999) on the 2000-01 compact development process sent to colleges on the Twin Cities that report to the EVP and Provost, colleges on the Crookston, Duluth and Morris campuses, University Libraries, the Office of the Vice President for Research and Dean of the Graduate School, and the Minnesota Extension Service:

"The compact process will be one of the primary avenues by which ideas are developed for the 2002-2003 biennial budget proposal. Though the University has not settled on the framework in which it will present its biennial proposal to the state, it is clear that the University will need to respond to Governor Ventura's recently released "Big Plan", that lays out the strategic directions of the Ventura administration.

You are invited to prepare a brief 2-3 page narrative in advance of our compact meeting that outlines your thoughts on potential biennial budget proposal. In general, ideas that your unit may propose for consideration in the overall framework of the biennial proposal should be directly related to items already identified as priorities in your current compact, or to interdisciplinary themes you feel would advance the University's research, education, and outreach agendas. These ideas should be expressed in terms of how we can leverage existing expertise, programs, and resources for the benefit of the state. During our compact discussions, we will talk about how your ideas and priorities best fit within the Governor's framework (see below).

For your use, below is an outline of initiatives contained within the Governor's Big Plan. The noted Governor's web site (<http://www.mainserver.state.mn.us/governor>) provides much more detail and I strongly urge you to review it. Identified for each of the Governor's initiatives is a lead agency and several support agencies who are responsible for the development and implementation of the given initiative. I have noted in the outline below where higher education or the University of Minnesota is listed as support agencies. Despite being formally connected by the Governor to only a few of the initiatives, I believe higher education, and particularly the

University, is already making contributions in many of the areas discussed in the Governor's plan. I would strongly encourage you to think broadly about where you believe your priorities fit within this framework and could contribute in advancing any parts of the Governor's plan.

**Governor Ventura's
BIG PLAN**

<http://www.mainserver.state.mn.us/governor>

1. Healthy, Vital Communities / *"Life is good no matter where you live in Minnesota"*

INITIATIVES:

- A. The Best K-12 Education in the Nation
 - High student achievement for ALL students (Higher Education)
 - Governance that assures resources are being well spent K-12 governance arrangements
 - Education funding that supports achievement and accountability K-12 school finance
- B. Improving the Competitive Position of Rural Minnesota
- C. Light Rail Transit
- D. Growing Smart in Minnesota / growth is a given, how communities will grow is not
- E. Partnerships in Affordable Housing
- F. Multimodal Transportation to Get People and Goods Around Statewide
- G. Telecommunications as Economic Development
- H. Living Human Rights and Respect / *"Love is bigger than government"*
- I. Reliable Energy and Consumer Choices
- J. Building an Information Highway that Leaves No Community Excluded (Higher Ed)

2. Self-Sufficient People / *"You're gonna make it on your own"*

INITIATIVES:

- A. Transitioning from Welfare to Self-Sufficiency
- B. A Health System for the Next 50 Years
- C. Insisting that Parents PARENT
- D. Independent Living
- E. Assuring Lifelong Learning for Work and Life (U of M and MnSCU)
- F. Tobacco Settlement Endowments: Improving Health Status for All Minnesotans

3. Service, Not Systems / Reforms to Rebuild Trust in Government

INITIATIVES:

- A. Rein in Rulemaking and Excessive Regulation
- B. Single House Legislature
- C. A Tax System that Makes Sense
- D. Active, Engaged Citizens / *"Citizen participation is critical to our representative democracy"*
- E. State Agencies: Best Bang for the Buck
- F. Reforming "Politics as Usual" / *"Public offices should not go to the highest bidder"*
- G. Electronic Government Services Initiative

4. Minnesota: World Competitor / A Leader Among States and Nations

INITIATIVES:

- A. Trade: Tapping the World's Interest in Minnesota
- B. Agriculture: Competitive Anywhere in the World (U of M)
- C. Developing the Workforce for Tomorrow (U of M and MnSCU)
- D. The Best Climate to Grow Business
- E. Commercialization of New Technologies (U of M)
- F. Jesse "The Tourism Governor" Ventura: Promoting Minnesota, Promoting the Industry

Human Resources Policies and Procedures

Office of 
Human Resources

Leaves, Absences, Holidays, Vacations, and University Closures

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Faculty Sabbatical Supplement Program

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Purpose

[Benefits](#)

The Faculty Sabbatical Supplement Program provides supplementary income for faculty who seek to enhance scholarship, creative work, teaching, or service to the community. The program provides support to those faculty for whom an award will result in significant benefits for the University and the individual, and for whom the benefits would be otherwise difficult to obtain. Having regard for the specific mission of each unit and in an effort to increase the number of faculty taking sabbatical leaves, the Faculty Sabbatical Supplement Awards may focus on research, writing, creative activities, improving instruction, curriculum revision, or outreach programs.

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and University
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Begun in 1981-82 with a \$300,000 grant from the Bush Foundation Faculty Development Program, the Faculty Sabbatical Supplement Program is now supported entirely by the Office of the Executive Vice President and Provost (2/3) and the Deans and Chancellors (1/3). With conversion to semesters the Bush Salary Supplement Program has been discontinued and replaced by the expanded Faculty Salary Supplement Program. During the 1999-00 academic year, \$750,000 will be available to be distributed among approximately 43 faculty members. It will remain a highly competitive program, but at a college or campus level and has been re-designed to encourage and support a greater level of participation.

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Eligibility

Faculty members who are tenured at the time of application, who are eligible for a Faculty Development Leave under the new Regent's Policy, and who have elected to take the two semester (or 11 month) at one half salary benefit may apply for sabbatical supplementary salary. Having previously held a Bush Sabbatical Supplement Award no longer precludes faculty members from applying for salary supplements under the revised program.

Awards

The Program provides a salary supplement of up to 25% (not to exceed \$20,000) of the A- or B-base salary for the year in which the sabbatical is taken. The combination of University Faculty Development leave salary (50 percent), the Faculty Supplement Award, and any other salary support may not exceed full-time salary (100 percent). The supplement is provided during the academic year only for B-based faculty and excludes summer support.

Application Procedure and Transfer of Funds

The granting of Sabbatical Leaves and selection of faculty to receive Salary Supplementary funds has been decentralized. Therefore, faculty wishing to apply for a Faculty Sabbatical Supplement Award should do so using the criteria and procedures established by the college or campus (see Regent's Policy and the Administrative Procedures). Since deadlines may vary amongst colleges or campuses, interested faculty are urged to contact the office of their dean or chancellor for specific instructions.

Colleges and campuses are asked to select awardees and then requisition funds from their salary supplement allocation using the form supplied by the Office of the Executive Vice President and Provost. The amount of the salary supplement allocation for each college or campus is proportional to the number of tenured faculty. Salary supplement granted from the central pool must be matched by 1/3 using college or campus resources. Unused portions of the allocation may be banked for use in subsequent years. Units may also borrow against future allocations. However, allocations not accessed for two consecutive academic years will revert to the central pool. All supplementary requisitions should be forwarded to: Robert Jones, Vice Provost for Faculty and Academic Personnel, the Office of the Executive Vice President and Provost, 234 Morrill Hall, Minneapolis Campus, as soon as faculty salary and compensation have been determined for the 1999-00 academic year.

Reporting requirement

All recipients of sabbatical leaves must file a report on their activities to their dean or chancellor. Recipients of the salary supplement award shall include in their report a reflection on how they expect the sabbatical leave will enhance their teaching, research or outreach activities. The College or campus administrator shall provide the Office of the Executive Vice President and Provost with an annual report of

the faculty granted salary supplement funding.

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University of Minnesota, Twin Cities: Comparisons with Peer Public Campuses

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Campuses in Comparison Group (Big 10 and Top 15 Public Campuses)

Minnesota, U-Twin Cities
Illinois, U-Champaign-Urbana
Indiana U-Bloomington
Iowa, U
Michigan, U-Ann Arbor
Michigan State U
Ohio State U-Columbus
Pennsylvania State U-State College
Purdue U-West Lafayette
Wisconsin, U-Madison
North Carolina, U-Chapel Hill
Texas, U-Austin
Washington, U
California, U-Berkeley
California, U-Los Angeles
California, U-Santa Barbara
California, U-San Diego

Not Available

Cornell
SUNY-Stoney Brook

State Characteristics

	1997 Population	1997 Population: Percent Minority	Adults with Bachelor's Degree or Higher	1999-00 High School Graduates	High School Graduates as Percent of Population
Minnesota	4,696,085	8.3%	21.9%	61,961	1.3%
Illinois	11,971,530	28.5%	21.1%	126,280	1.1%
Indiana	5,876,087	11.7%	15.6%	66,337	1.1%
Iowa	2,857,326	5.4%	16.9%	36,733	1.3%
Michigan	9,802,314	18.9%	17.3%	104,669	1.1%
Mich State	9,802,314	18.9%	17.3%	104,669	1.1%
Ohio State	11,206,212	14.2%	17.0%	128,724	1.1%
Penn State	12,067,894	13.9%	17.9%	134,298	1.1%
Purdue	5,876,087	11.7%	15.6%	66,337	1.1%
Wisconsin	5,183,029	10.4%	17.7%	63,338	1.2%
N Carolina	7,445,912	26.6%	17.4%	67,348	0.9%
Texas	19,647,297	44.4%	20.4%	209,803	1.1%
Washington	5,648,465	16.8%	22.9%	57,086	1.0%
UC-Berkeley	32,903,567	49.9%	23.4%	318,208	1.0%
UC-Los Angeles	32,903,567	49.9%	23.4%	318,208	1.0%
UC-Santa Barbara	32,903,567	49.9%	23.4%	318,208	1.0%
UC-San Diego	32,903,567	49.9%	23.4%	318,208	1.0%

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State Characteristics

	Higher Ed Campuses Public	Higher Ed Campuses Public and Private	Rsearch/ Doctoral Campuses	Fall 96 Higher Ed Enrollment	Enrollment as Percent of Population
Minnesota	57	116	1	284,964	6.1%
Illinois	61	173	10	721,133	6.0%
Indiana	28	97	6	290,184	4.9%
Iowa	20	64	2	178,860	6.3%
Michigan	44	111	7	547,629	5.6%
Mich State	44	111	7	547,629	5.6%
Ohio State	64	180	12	544,371	4.9%
Penn State	66	258	10	587,447	4.9%
Purdue	28	97	6	290,184	4.9%
Wisconsin	32	66	3	299,522	5.8%
N Carolina	74	122	5	372,993	5.0%
Texas	109	195	14	959,698	4.9%
Washington	41	73	2	303,450	5.4%
UC-Berkeley	142	400	22	1,900,099	5.8%
UC-Los Angeles	142	400	22	1,900,099	5.8%
UC-Santa Barbara	142	400	22	1,900,099	5.8%
UC-San Diego	142	400	22	1,900,099	5.8%

2

Campus Characteristics

	Governed by System Office	System/ University Campuses	Number of Collegiate Units	Medicine and Agriculture	Number of Degree Programs	Campus Buildings (gross square feet)
Minnesota	no	4	21	yes	370	19,048,376
Illinois	yes	3	17	yes	310	17,350,700
Indiana	yes	8	15	no	223	14,380,777
Iowa	no	1	11	no	207	13,992,051
Michigan	no	3	19	no	314	26,634,572
Mich State	no	1	16	yes	286	17,943,172
Ohio State	no	6	25	yes	332	22,112,181
Penn State	no	24	13	no	323	15,160,990
Purdue	no	3	12	no	191	15,213,050
Wisconsin	yes	26	20	yes	365	19,182,805
N Carolina	yes	13	16	no	215	11,718,572
Texas	yes	6	16	no	244	16,423,070
Washington	no	3	17	no	321	15,670,950
UC-Berkeley	yes	9	14	no	259	14,181,867
UC-Los Angeles	yes	9	17	no	243	15,331,470
UC-Santa Barbara	yes	9	7	no	137	5,135,693
UC-San Diego	yes	9	7	no	154	11,066,901

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Campus Share of State Total (All Public and Private Institutions)

	Fall 96 Enrollment Ugrad	Fall 96 Enrollment Grad	Fall 96 Enrollment Prof	Fall 96 Enrollment Total	FY97 University Research Expenditures
Minnesota	14%	30%	42%	16%	84%
Illinois	5%	9%	5%	5%	24%
Indiana	11%	21%	17%	12%	14%
Iowa	12%	41%	38%	16%	37%
Michigan	5%	15%	22%	7%	42%
Mich State	7%	11%	13%	8%	17%
Ohio State	8%	15%	22%	9%	24%
Penn State	7%	8%	0%	7%	19%
Purdue	12%	18%	8%	13%	29%
Wisconsin	11%	31%	50%	13%	78%
N Carolina	5%	18%	27%	6%	19%
Texas	4%	10%	8%	5%	14%
Washington	9%	34%	39%	11%	67%
UC-Berkeley	1%	4%	3%	2%	9%
UC-Los Angeles	1%	5%	6%	2%	10%
UC-Santa Barbara	1%	1%	0%	1%	2%
UC-San Diego	1%	2%	1%	1%	9%

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Campus Share of State Total (All Public and Private Institutions)

	FY96 Bachelor's Degrees	FY96 Master's Degrees	FY96 Doctoral Degrees	FY96 First Professional Degrees	FY96 Total Degrees
Minnesota	21%	38%	74%	46%	20%
Illinois	12%	10%	27%	6%	9%
Indiana	16%	23%	32%	17%	15%
Iowa	18%	39%	53%	30%	17%
Michigan	12%	19%	43%	28%	11%
Mich State	14%	11%	31%	12%	10%
Ohio State	14%	14%	32%	21%	12%
Penn State	12%	6%	23%	0%	9%
Purdue	17%	17%	43%	6%	15%
Wisconsin	20%	30%	82%	54%	20%
N Carolina	11%	17%	35%	28%	10%
Texas	10%	12%	26%	11%	9%
Washington	27%	24%	72%	38%	17%
UC-Berkeley	5%	4%	15%	4%	4%
UC-Los Angeles	5%	5%	12%	7%	4%
UC-Santa Barbara	4%	1%	4%	0%	2%
UC-San Diego	3%	1%	5%	0%	2%

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Freshmen Characteristics: Fall 98

	Top 10% of HS Class	Top 25% of HS Class	Top 50% of HS Class	Overall Acceptance Rate	ACT Composite (25th to 75th Percentile)	SAT Combined (25th to 75th Percentile)
Minnesota	28%	60%	88.0%	77%	22-27	1040-1290
Illinois	49%	85%	99.0%	71%	25-30	1120-1350
Indiana	21%	53%	91.0%	84%	21-27	1010-1250
Iowa	20%	50%	89.0%	84%	22-27	1060-1290
Michigan	63%	90%	99.0%	59%	25-30	1160-1380
Mich State	21%	54%	90.0%	77%	21-26	980-1240
Ohio State	26%	56%	87.0%	79%	21-27	1010-1250
Penn State	48%	90%	93.0%	47%	na	1101-1310
Purdue	25%	57%	90.0%	87%	22-27	980-1220
Wisconsin	46%	93%	99.0%	73%	23-28	1040-1320
N Carolina	69%	93%	99.0%	35%	na	1130-1340
Texas	44%	80%	97.0%	71%	22-27	1090-1310
Washington	37%	72%	96.0%	66%	22-28	1030-1280
UC-Berkeley	95%	100%	100.0%	28%	na	1230-1450
UC-Los Angeles	97%	100%	100.0%	33%	24-29	1170-1380
UC-Santa Barbara	95%	100%	100.0%	61%	22-27	1060-1270
UC-San Diego	96%	100%	100.0%	48%	24-29	1140-1340

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Undergraduate Student Characteristics: Fall 98

	Part-time	State Residents	Minority	Live Off-Campus
Minnesota	32%	74%	15%	81%
Illinois	7%	93%	26%	67%
Indiana	9%	75%	9%	55%
Iowa	13%	72%	8%	71%
Michigan	6%	72%	25%	63%
Mich State	13%	92%	16%	56%
Ohio State	15%	93%	15%	78%
Penn State	6%	80%	12%	64%
Purdue	11%	74%	10%	57%
Wisconsin	11%	69%	9%	76%
N Carolina	6%	83%	18%	60%
Texas	13%	94%	32%	85%
Washington	16%	89%	31%	83%
UC-Berkeley	7%	92%	32%	62%
UC-Los Angeles	5%	97%	59%	70%
UC-Santa Barbara	4%	96%	32%	76%
UC-San Diego	5%	97%	46%	67%

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Undergraduate Student Characteristics: Fall 98

	1st Year Retention	4-Year Graduation Rate	5-Year Graduation Rate	6-Year Graduation Rate	Predicted 6-Year Grad Rate
Minnesota	83%	17%	40%	49%	59%
Illinois	92%	49%	72%	77%	70%
Indiana	86%	41%	62%	66%	55%
Iowa	83%	33%	59%	64%	57%
Michigan	94%	62%	81%	83%	76%
Mich State	86%	24%	57%	66%	52%
Ohio State	79%	19%	49%	56%	53%
Penn State	93%	60%	78%	80%	65%
Purdue	87%	28%	59%	65%	56%
Wisconsin	91%	35%	67%	73%	63%
N Carolina	94%	62%	78%	82%	70%
Texas	88%	30%	59%	66%	67%
Washington	90%	37%	63%	70%	62%
UC-Berkeley	95%	48%	77%	83%	80%
UC-Los Angeles	95%	38%	73%	78%	74%
UC-Santa Barbara	87%	41%	65%	70%	60%
UC-San Diego	93%	45%	74%	80%	73%

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Undergraduate Tuition and Required Fees

	98-99 Resident Ugrad Tuition and Fees	10 Year Increase in Tuition and Fees
Minnesota	\$4,602	85%
Illinois	\$4,554	61%
Indiana	\$4,069	100%
Iowa	\$2,868	68%
Michigan	\$6,489	105%
Mich State	\$5,140	75%
Ohio State	\$3,906	91%
Penn State	\$6,194	72%
Purdue	\$3,564	86%
Wisconsin	\$3,408	84%
N Carolina	\$2,224	154%
Texas	\$3,004	244%
Washington	\$3,495	94%
UC-Berkeley	\$4,177	173%
UC-Los Angeles	\$3,863	159%
UC-Santa Barbara	\$3,988	162%
UC-San Diego	\$4,028	150%

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Fall 98 Enrollment

	Undergraduate	Graduate	Professional	Total
Minnesota	33,868	10,500	2,605	46,973
Illinois	28,645	8,721	941	38,307
Indiana	27,826	6,861	913	35,600
Iowa	19,337	6,494	2,874	28,705
Michigan	24,015	10,924	2,258	37,197
Mich State	34,089	7,734	1,366	43,189
Ohio State	36,252	9,538	2,721	48,511
Penn State	34,951	6,163	0	41,114
Purdue	32,038	6,013	706	38,757
Wisconsin	28,984	8,516	2,065	39,565
N Carolina	15,291	6,801	2,163	24,255
Texas	37,203	10,194	1,509	48,906
Washington	25,273	8,116	1,719	35,108
UC-Berkeley	22,261	7,670	1,080	31,011
UC-Los Angeles	24,102	9,783	1,910	35,795
UC-Santa Barbara	17,059	2,301	0	19,360
UC-San Diego	15,837	3,010	482	19,329

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Fall 98 Enrollment: Percent Part-time

	Undergraduate	Graduate	Professional
Minnesota	32%	60%	5%
Illinois	7%	27%	5%
Indiana	9%	43%	11%
Iowa	13%	55%	3%
Michigan	6%	19%	0%
Mich State	13%	45%	2%
Ohio State	15%	38%	1%
Penn State	6%	31%	—
Purdue	11%	33%	2%
Wisconsin	11%	20%	6%
N Carolina	6%	48%	5%
Texas	13%	12%	1%
Washington	16%	21%	7%
UC-Berkeley	7%	13%	1%
UC-Los Angeles	5%	5%	50%
UC-Santa Barbara	4%	6%	—
UC-San Diego	5%	5%	0%

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1996-97 Degrees Granted

	Associate Degrees	Baccalaureate Degrees	Master's Degrees	Post-Master's Certificates	Doctoral Degrees	First Professional Degrees	Total Degrees
Minnesota	1	4,889	2,458	16	704	695	8,763
Illinois	0	6,025	2,389	17	735	275	9,441
Indiana	88	5,008	1,835	0	366	304	7,601
Iowa	0	3,464	1,255	0	364	540	5,623
Michigan	0	5,284	2,889	17	635	698	9,523
Mich State	0	6,068	1,463	18	411	368	8,328
Ohio State	324	6,464	2,547	0	721	686	10,742
Penn State	81	7,921	1,306	0	523	0	9,831
Purdue	726	5,210	1,214	4	478	97	7,729
Wisconsin	0	5,438	1,963	0	782	484	8,667
N Carolina	0	3,537	1,482	1	387	474	5,881
Texas	0	7,005	2,627	0	786	573	10,991
Washington	0	6,320	2,052	0	526	386	9,284
UC-Berkeley	0	5,498	1,646	81	759	345	8,329
UC-Los Angeles	0	5,700	2,038	299	616	590	9,243
UC-Santa Barbara	0	3,949	512	7	225	0	4,693
UC-San Diego	0	3,319	364	148	281	202	4,314

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Enrollment per Degree

	Undergraduate	Graduate	Professional	Total
Minnesota	6.9	3.3	3.7	5.4
Illinois	4.8	2.8	3.4	4.1
Indiana	5.5	3.1	3.0	4.7
Iowa	5.6	4.0	5.3	5.1
Michigan	4.5	3.1	3.2	3.9
Mich State	5.6	4.1	3.7	5.2
Ohio State	5.3	2.9	4.0	4.5
Penn State	4.4	3.4	—	4.2
Purdue	5.4	3.6	7.3	5.0
Wisconsin	5.3	3.1	4.3	4.6
N Carolina	4.3	3.6	4.6	4.1
Texas	5.3	3.0	2.6	4.4
Washington	4.0	3.1	4.5	3.8
UC-Berkeley	4.0	3.2	3.1	3.7
UC-Los Angeles	4.2	3.7	3.2	3.9
UC-Santa Barbara	4.3	3.1	—	4.1
UC-San Diego	4.8	4.7	2.4	4.5

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Fall 1997 Employees

	Full-time		Total Full-time Employees	Total Part-time Employees	Total Employees (Full-time and Part-time)
	Tenured/Tenure Track Faculty	Other Full-time Employees			
Minnesota	2,043	8,964	11,007	9,318	20,325
Illinois	1,886	7,320	9,206	5,737	14,943
Indiana	1,325	5,102	6,427	3,180	9,607
Iowa	1,403	5,749	7,152	3,660	10,812
Michigan	2,182	10,824	13,006	4,991	17,997
Mich State	1,745	6,851	8,596	3,922	12,518
Ohio State	2,539	14,695	17,234	5,333	22,567
Penn State	1,648	7,977	9,625	6,430	16,055
Purdue	1,607	6,204	7,811	4,982	12,793
Wisconsin	2,009	8,989	10,998	3,832	14,830
N Carolina	1,571	7,208	8,779	3,326	12,105
Texas	1,725	9,161	10,886	9,555	20,441
Washington	1,705	13,200	14,905	6,317	21,222
UC-Berkeley	1,271	7,257	8,528	6,697	15,225
UC-Los Angeles	1,488	8,921	10,409	9,116	19,525
UC-Santa Barbara	675	2,547	3,222	2,479	5,701
UC-San Diego	823	6,564	7,387	3,957	11,344

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1996-97 Instructional Faculty by Discipline
(Percent of Total)

	Health Professions and Related Sciences	Engineering	Social Sciences and History	Physical Sciences	Mathematics
Minnesota	22%	9%	9%	6%	6%
Illinois	7%	16%	8%	7%	4%
Indiana	3%	0%	13%	7%	4%
Iowa	15%	6%	9%	6%	5%
Michigan	33%	11%	7%	6%	4%
Mich State	15%	6%	11%	5%	5%
Ohio State	19%	10%	8%	6%	5%
Penn State	5%	19%	9%	8%	5%
Purdue	10%	21%	5%	7%	5%
Wisconsin	21%	9%	8%	6%	3%
N Carolina	38%	0%	9%	5%	3%
Texas	3%	14%	11%	8%	4%
Washington	22%	10%	9%	10%	4%
UC-Berkeley	4%	16%	14%	9%	5%
UC-Los Angeles	22%	7%	13%	9%	3%
UC-Santa Barbara	na	na	na	na	na
UC-San Diego	na	na	na	na	na

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1996-97 Instructional Faculty by Discipline
(Percent of Total)

	Business Management and Administrative Services	Biological Sciences/Life Sciences	Visual and Performing Arts	Foreign Languages and Literatures
Minnesota	6%	5%	5%	5%
Illinois	5%	5%	4%	8%
Indiana	11%	9%	4%	13%
Iowa	8%	5%	10%	8%
Michigan	2%	4%	7%	6%
Mich State	7%	5%	11%	4%
Ohio State	7%	4%	6%	7%
Penn State	7%	8%	6%	6%
Purdue	4%	7%	7%	3%
Wisconsin	4%	4%	8%	4%
N Carolina	3%	4%	13%	3%
Texas	6%	7%	4%	9%
Washington	3%	5%	4%	5%
UC-Berkeley	2%	5%	9%	3%
UC-Los Angeles	3%	5%	8%	6%
UC-Santa Barbara	na	na	na	na
UC-San Diego	na	na	na	na

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1996-97 Instructional Faculty by Discipline (Percent of Total)

	English Language and Literature/ Letters	Psychology	Agricultural Sciences	Other
Minnesota	3%	3%	2%	14%
Illinois	4%	3%	7%	18%
Indiana	7%	3%	0%	18%
Iowa	5%	2%	0%	14%
Michigan	3%	3%	0%	9%
Mich State	5%	2%	5%	16%
Ohio State	3%	3%	2%	14%
Penn State	5%	2%	4%	14%
Purdue	3%	3%	7%	15%
Wisconsin	2%	1%	6%	17%
N Carolina	4%	2%	0%	13%
Texas	6%	2%	0%	18%
Washington	5%	3%	0%	16%
UC-Berkeley	5%	3%	0%	18%
UC-Los Angeles	4%	4%	0%	11%
UC-Santa Barbara	na	na	na	na
UC-San Diego	na	na	na	na

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1998-99 Average Faculty Salaries (AAUP) (Top 30 Public and Private by NRC Rank)

Institution	NRC Rank	Full Prof	Assoc Prof	Asst Prof	Institution	NRC Rank	Full Prof	Assoc Prof	Asst Prof
UC Berkeley	1	103.6	68.3	57.0	Washington	16	75.6	55.1	48.1
Stanford	2	117.0	79.8	63.6	Cal Tech	17	114.6	79.7	66.1
Cornell	3	93.5	67.3	59.0	Hopkins	18	87.0	62.9	53.6
Michigan	4	96.7	68.2	54.5	Illinois	19	86.8	60.6	52.3
Harvard	5	122.1	69.6	63.8	Minnesota	20	85.6	61.7	51.3
Princeton	6	114.9	68.8	54.3	Northwestern	21	106.6	70.8	59.8
Chicago	7	112.0	72.3	65.5	Duke	22	105.9	69.1	57.0
UC Los Angeles	8	101.4	65.4	54.7	North Carolina	23	88.7	65.2	51.2
Pennsylvania	9	108.4	72.6	65.1	NYU	24	110.0	71.7	61.0
MIT	10	107.0	73.4	63.0	Brown	25	89.0	59.7	50.9
Yale	11	113.1	64.4	52.2	Penn State	26	86.1	58.0	47.4
Wisconsin	12	77.6	58.7	52.1	Purdue	27	84.6	57.7	48.8
Columbia	13	109.2	69.5	55.0	Stoney Brook	28	84.0	60.2	48.1
Texas	14	84.4	54.6	50.6	Carnegie Mellon	29	97.0	66.7	59.6
UC San Diego	15	96.6	64.1	53.7	UC Santa Barbara	30	94.2	61.7	51.0

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1998-99 Average Faculty Salaries (AAUP)
(Top 15 Public by NRC Rank)

Institution	NRC Rank	Full Prof	Assoc Prof	Asst Prof
UC Berkeley	1	103.6	68.3	57.0
Cornell	3	93.5	67.3	59.0
Michigan	4	96.7	68.2	54.5
UC Los Angeles	8	101.4	65.4	54.7
Wisconsin	12	77.6	58.7	52.1
Texas	14	84.4	54.6	50.6
UC San Diego	15	96.6	64.1	53.7
Washington	16	75.6	55.1	48.1
Illinois	19	86.8	60.6	52.3
Minnesota	20	85.6	61.7	51.3
North Carolina	23	88.7	65.2	51.2
Penn State	26	86.1	58.0	47.4
Purdue	27	84.6	57.7	48.8
Stoney Brook	28	84.0	60.2	48.1
UC Santa Barbara	30	94.2	61.7	51.0

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1998-99 Average Faculty Salaries (AAUP)
(Top 15 Public by Salaries of Full Professors)

Institution	NRC Rank	Full Prof	Assoc Prof	Asst Prof
UC Berkeley	1	103.6	68.3	57.0
UC Los Angeles	8	101.4	65.4	54.7
Michigan	4	96.7	68.2	54.5
UC San Diego	15	96.6	64.1	53.7
UC Santa Barbara	30	94.2	61.7	51.0
Cornell	3	93.5	67.3	59.0
North Carolina	23	88.7	65.2	51.2
Illinois	19	86.8	60.6	52.3
Penn State	26	86.1	58.0	47.4
Minnesota	20	85.6	61.7	51.3
Purdue	27	84.6	57.7	48.8
Texas	14	84.4	54.6	50.6
Stoney Brook	28	84.0	60.2	48.1
Wisconsin	12	77.6	58.7	52.1
Washington	16	75.6	55.1	48.1

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FY97 Expenditures by Function (\$s Millions)

	Instruction	Research	Public Service	Academic Support	Student Services	Institutional Support
Minnesota	\$383	\$303	\$112	\$158	\$42	\$74
Illinois	\$224	\$223	\$102	\$70	\$32	\$23
Indiana	\$217	\$55	\$32	\$48	\$23	\$57
Iowa	\$209	\$128	\$56	\$63	\$19	\$27
Michigan	\$384	\$356	\$26	\$122	\$49	\$75
Mich State	\$291	\$145	\$100	\$70	\$21	\$45
Ohio State	\$409	\$183	\$81	\$87	\$31	\$73
Penn State	\$227	\$237	\$49	\$110	\$23	\$47
Purdue	\$246	\$114	\$67	\$39	\$13	\$41
Wisconsin	\$280	\$387	\$76	\$99	\$38	\$39
N Carolina	\$353	\$152	\$70	\$54	\$12	\$45
Texas	\$279	\$226	\$34	\$63	\$28	\$47
Washington	\$336	\$339	\$11	\$104	\$16	\$77
UC-Berkeley	\$280	\$261	\$27	\$92	\$55	\$65
UC-Los Angeles	\$528	\$288	\$23	\$174	\$38	\$85
UC-Santa Barbara	\$111	\$73	\$1	\$29	\$32	\$22
UC-San Diego	\$216	\$278	\$3	\$105	\$28	\$44

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FY97 Expenditures by Function (\$s Millions)

	Operation & Maintenance of Plant	Scholarships & Fellowships	Mandatory Transfers	Nonmandatory Transfers	Total Educational & General Expenditures & Transfers	E&G Salary and Wage Expenditures
Minnesota	\$93	\$62	\$6	\$29	\$1,262	\$671
Illinois	\$63	\$89	\$4	-\$28	\$802	\$444
Indiana	\$39	\$51	\$19	\$1	\$543	\$247
Iowa	\$42	\$41	\$22	\$24	\$630	\$306
Michigan	\$93	\$132	\$4	\$126	\$1,365	\$593
Mich State	\$47	\$41	\$6	\$23	\$788	\$422
Ohio State	\$54	\$65	\$16	\$21	\$1,020	\$540
Penn State	\$54	\$41	\$2	\$25	\$814	\$405
Purdue	\$55	\$32	\$20	\$6	\$632	\$334
Wisconsin	\$67	\$61	\$35	\$16	\$1,098	\$580
N Carolina	\$60	\$39	\$1	\$3	\$788	\$406
Texas	\$62	\$73	\$21	\$45	\$879	\$446
Washington	\$80	\$85	\$12	\$1	\$1,061	\$577
UC-Berkeley	\$60	\$92	\$22	-\$1	\$953	\$506
UC-Los Angeles	\$51	\$99	\$39	\$20	\$1,344	\$811
UC-Santa Barbara	\$21	\$33	\$12	\$0	\$333	\$184
UC-San Diego	\$32	\$47	\$39	-\$53	\$739	\$407

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FY97 Expenditures by Function (\$s Millions)

	Auxiliary Enterprises	Hospital Expenditures	Independent Operations	Unrestricted Current Funds Expenditures & Transfers	Restricted Current Funds Expenditures & Transfers	Total Current Funds Expenditures & Transfers
Minnesota	\$127	\$205	\$0	\$1,068	\$527	\$1,595
Illinois	\$115	\$0	\$3	\$689	\$230	\$919
Indiana	\$247	\$0	\$0	\$695	\$95	\$790
Iowa	\$93	\$435	\$0	\$987	\$171	\$1,159
Michigan	\$279	\$873	\$0	\$2,068	\$449	\$2,517
Mich State	\$172	\$0	\$0	\$747	\$213	\$961
Ohio State	\$123	\$345	\$0	\$1,096	\$392	\$1,488
Penn State	\$136	\$0	\$0	\$676	\$274	\$950
Purdue	\$124	\$0	\$0	\$564	\$192	\$757
Wisconsin	\$108	\$0	\$0	\$808	\$397	\$1,205
N Carolina	\$263	\$0	\$0	\$769	\$282	\$1,050
Texas	\$105	\$0	\$0	\$699	\$286	\$984
Washington	\$188	\$280	\$0	\$1,086	\$443	\$1,529
UC-Berkeley	\$56	\$0	\$0	\$660	\$348	\$1,009
UC-Los Angeles	\$202	\$581	\$0	\$1,710	\$417	\$2,127
UC-Santa Barbara	\$44	\$0	\$0	\$281	\$96	\$377
UC-San Diego	\$56	\$271	\$0	\$739	\$327	\$1,066

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FY97 Revenue by Source (\$s Millions)

	Student Fees	Federal Appropriations	State Appropriations	Local Appropriations
Minnesota	\$193	\$16	\$433	\$0
Illinois	\$172	\$16	\$292	\$0
Indiana	\$208	\$12	\$185	\$0
Iowa	\$111	\$0	\$232	\$0
Michigan	\$423	\$1	\$302	\$0
Mich State	\$217	\$0	\$321	\$0
Ohio State	\$266	\$18	\$347	\$15
Penn State	\$295	\$18	\$202	\$0
Purdue	\$179	\$15	\$232	\$3
Wisconsin	\$208	\$7	\$352	\$0
N Carolina	\$102	\$0	\$338	\$0
Texas	\$189	\$0	\$236	\$0
Washington	\$196	\$0	\$264	\$0
UC-Berkeley	\$213	\$2	\$320	\$0
UC-Los Angeles	\$208	\$0	\$408	\$0
UC-Santa Barbara	\$89	\$0	\$129	\$0
UC-San Diego	\$100	\$0	\$175	\$0

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FY97 Revenue by Source (\$s Millions)

	Federal Grants and Contracts	State Grants and Contracts	Local Grants and Contracts	Private Gifts, Grants, and Contracts
Minnesota	\$234	\$34	\$3	\$201
Illinois	\$187	\$25	\$0	\$86
Indiana	\$48	\$7	\$0	\$28
Iowa	\$143	\$5	\$1	\$51
Michigan	\$343	\$8	\$2	\$117
Mich State	\$109	\$11	\$3	\$57
Ohio State	\$133	\$30	\$2	\$128
Penn State	\$162	\$17	\$0	\$104
Purdue	\$96	\$8	\$0	\$58
Wisconsin	\$270	\$3	\$2	\$174
N Carolina	\$222	\$26	\$0	\$78
Texas	\$186	\$26	\$1	\$64
Washington	\$399	\$26	\$2	\$93
UC-Berkeley	\$207	\$45	\$1	\$98
UC-Los Angeles	\$278	\$24	\$22	\$121
UC-Santa Barbara	\$78	\$8	\$1	\$14
UC-San Diego	\$270	\$16	\$3	\$79

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FY97 Revenue by Source (\$s Millions)

	Endowment Income	Sales and Services of Educational Activities	Auxiliary Enterprises
Minnesota	\$9	\$83	\$151
Illinois	\$4	\$62	\$120
Indiana	\$1	\$12	\$216
Iowa	\$2	\$33	\$97
Michigan	\$34	\$83	\$294
Mich State	\$4	\$64	\$167
Ohio State	\$21	\$47	\$123
Penn State	\$15	\$9	\$135
Purdue	\$7	\$31	\$119
Wisconsin	\$11	\$74	\$99
N Carolina	\$16	\$4	\$252
Texas	\$121	\$51	\$86
Washington	\$7	\$51	\$194
UC-Berkeley	\$25	\$25	\$68
UC-Los Angeles	\$16	\$222	\$206
UC-Santa Barbara	\$1	\$2	\$50
UC-San Diego	\$2	\$94	\$68

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FY97 Revenue by Source (\$s Millions)

	Hospitals	Other	Independent Operations	Total Revenue
Minnesota	\$174	\$33	\$0	\$1,564
Illinois	\$0	\$7	\$3	\$973
Indiana	\$0	\$22	\$0	\$738
Iowa	\$451	\$41	\$0	\$1,165
Michigan	\$877	\$51	\$0	\$2,533
Mich State	\$0	\$19	\$0	\$973
Ohio State	\$402	\$31	\$0	\$1,561
Penn State	\$0	\$13	\$0	\$971
Purdue	\$0	\$15	\$0	\$762
Wisconsin	\$0	\$16	\$0	\$1,216
N Carolina	\$0	\$26	\$0	\$1,063
Texas	\$0	\$13	\$0	\$972
Washington	\$285	\$68	\$0	\$1,583
UC-Berkeley	\$0	\$28	\$0	\$1,031
UC-Los Angeles	\$628	\$37	\$0	\$2,170
UC-Santa Barbara	\$0	\$11	\$0	\$383
UC-San Diego	\$315	\$12	\$0	\$1,134

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FY97 State Appropriations

	Unrestricted	Restricted	Total
Minnesota	\$354	\$80	\$433
Illinois	\$291	\$0	\$291
Indiana	\$174	\$11	\$185
Iowa	\$232	\$0	\$232
Michigan	\$302	\$0	\$302
Mich State	\$268	\$54	\$321
Ohio State	\$290	\$56	\$346
Penn State	\$202	\$0	\$202
Purdue	\$213	\$19	\$232
Wisconsin	\$352	\$0	\$352
N Carolina	\$338	\$0	\$338
Texas	\$235	\$0	\$235
Washington	\$264	\$0	\$264
UC-Berkeley	\$315	\$5	\$320
UC-Los Angeles	\$397	\$11	\$408
UC-Santa Barbara	\$127	\$2	\$129
UC-San Diego	\$168	\$7	\$175

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FY97 Unrestricted State Appropriation and Tuition and Fees

	Unrestricted Appropriation	Unrestricted + Tuition & Fees	Unrestricted + Tuition & Fees
Minnesota	\$354	\$193	\$547
Illinois	\$291	\$172	\$463
Indiana	\$174	\$208	\$382
Iowa	\$232	\$111	\$342
Michigan	\$302	\$423	\$725
Mich State	\$268	\$217	\$484
Ohio State	\$290	\$266	\$556
Penn State	\$202	\$295	\$497
Purdue	\$213	\$179	\$392
Wisconsin	\$352	\$208	\$560
N Carolina	\$338	\$102	\$440
Texas	\$235	\$189	\$425
Washington	\$264	\$196	\$460
UC-Berkeley	\$315	\$213	\$527
UC-Los Angeles	\$397	\$208	\$605
UC-Santa Barbara	\$127	\$89	\$216
UC-San Diego	\$168	\$100	\$268

29

FY97 Voluntary Support (\$s Millions)

	Total	Sources: Individuals	Sources: Organizations	Uses: Current Operations	Uses: Capital Purposes	Endowment Market Value
Minnesota	\$136	\$46	\$90	\$94	\$42	\$1,127
Illinois	\$128	\$56	\$71	\$80	\$48	\$538
Indiana	\$117	\$37	\$79	\$82	\$35	\$609
Iowa	\$81	\$38	\$43	\$46	\$35	\$486
Michigan	\$158	\$91	\$67	\$85	\$62	\$2,045
Mich State	\$72	\$28	\$43	\$58	\$14	\$332
Ohio State	\$129	\$48	\$81	\$86	\$43	\$768
Penn State	\$95	\$45	\$50	\$51	\$44	\$518
Purdue	\$65	\$34	\$31	\$39	\$26	\$870
Wisconsin	\$213	\$69	\$143	\$140	\$73	\$636
N Carolina	\$108	\$58	\$50	\$57	\$51	\$720
Texas	\$107	\$42	\$65	\$41	\$65	\$1,021
Washington	\$150	\$44	\$106	\$111	\$39	\$489
UC-Berkeley	\$181	\$89	\$93	\$91	\$90	\$1,361
UC-Los Angeles	\$198	\$96	\$102	\$106	\$92	\$891
UC-Santa Barbara	\$18	\$7	\$12	\$11	\$7	\$59
UC-San Diego	\$88	\$15	\$74	\$75	\$13	\$161

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Ratios per Full-time Tenured/Tenure Track Faculty

	Full-time Staff	Total Head Count Enrollment	Total Degrees	Federal Grants and Contracts	Total Gifts, Grants, and Contracts
Minnesota	4.4	23.0	4.3	\$114,488	\$230,592
Illinois	3.9	20.3	5.0	\$99,046	\$157,476
Indiana	3.9	26.9	5.7	\$35,849	\$62,113
Iowa	4.1	20.5	4.0	\$101,568	\$141,768
Michigan	5.0	17.0	4.4	\$157,104	\$215,170
Mich State	3.9	24.8	4.8	\$62,579	\$103,324
Ohio State	5.8	19.1	4.2	\$52,265	\$115,321
Penn State	4.8	24.9	6.0	\$98,301	\$171,723
Purdue	3.9	24.1	4.8	\$59,490	\$100,373
Wisconsin	4.5	19.7	4.3	\$134,545	\$223,395
N Carolina	4.6	15.4	3.7	\$140,993	\$207,638
Texas	5.3	28.4	6.4	\$108,058	\$160,406
Washington	7.7	20.6	5.4	\$234,076	\$304,868
UC-Berkeley	5.7	24.4	6.6	\$163,021	\$275,846
UC-Los Angeles	6.0	24.1	6.2	\$186,492	\$298,790
UC-Santa Barbara	3.8	28.7	7.0	\$115,259	\$149,778
UC-San Diego	8.0	23.5	5.2	\$327,704	\$446,902

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Ratios per Full-time Tenured/Tenure Track Faculty

	Instructional Expenditures	Research Expenditures	Public Service Expenditures	Total Mission Expenditures
Minnesota	\$187,613	\$148,410	\$54,636	\$390,659
Illinois	\$118,813	\$118,339	\$54,197	\$291,349
Indiana	\$163,659	\$41,611	\$24,520	\$229,790
Iowa	\$148,741	\$91,265	\$39,720	\$279,726
Michigan	\$175,838	\$163,135	\$11,879	\$350,852
Mich State	\$166,932	\$83,280	\$57,258	\$307,471
Ohio State	\$161,156	\$72,178	\$31,815	\$265,149
Penn State	\$137,751	\$143,519	\$29,581	\$310,851
Purdue	\$153,237	\$71,223	\$41,714	\$266,174
Wisconsin	\$139,494	\$192,508	\$37,845	\$369,847
N Carolina	\$224,514	\$97,058	\$44,625	\$366,197
Texas	\$161,867	\$130,861	\$19,956	\$312,685
Washington	\$196,908	\$198,986	\$6,527	\$402,421
UC-Berkeley	\$219,940	\$205,453	\$21,516	\$446,910
UC-Los Angeles	\$354,845	\$193,554	\$15,739	\$564,138
UC-Santa Barbara	\$163,917	\$108,181	\$1,920	\$274,018
UC-San Diego	\$262,592	\$338,120	\$4,185	\$604,897

32

Ratios per Full-time Tenured/Tenure Track Faculty

	Instructional Expenditures	Research Expenditures	Public Service Expenditures	Academic Support Expenditures
Minnesota	\$187,613	\$148,410	\$54,636	\$77,356
Illinois	\$118,813	\$118,339	\$54,197	\$36,928
Indiana	\$163,659	\$41,611	\$24,520	\$36,546
Iowa	\$148,741	\$91,265	\$39,720	\$44,723
Michigan	\$175,838	\$163,135	\$11,879	\$56,006
Mich State	\$166,932	\$83,280	\$57,258	\$40,052
Ohio State	\$161,156	\$72,178	\$31,815	\$34,327
Penn State	\$137,751	\$143,519	\$29,581	\$66,475
Purdue	\$153,237	\$71,223	\$41,714	\$24,142
Wisconsin	\$139,494	\$192,508	\$37,845	\$49,495
N Carolina	\$224,514	\$97,058	\$44,625	\$34,158
Texas	\$161,867	\$130,861	\$19,956	\$36,393
Washington	\$196,908	\$198,986	\$6,527	\$60,759
UC-Berkeley	\$219,940	\$205,453	\$21,516	\$72,491
UC-Los Angeles	\$354,845	\$193,554	\$15,739	\$116,895
UC-Santa Barbara	\$163,917	\$108,181	\$1,920	\$43,246
UC-San Diego	\$262,592	\$338,120	\$4,185	\$127,365

33

Ratios per Full-time Tenured/Tenure Track Faculty

	Instructional Expenditures	Research Expenditures	Public Service Expenditures	Academic Support Expenditures
Minnesota	\$187,613	\$148,410	\$54,636	\$77,356
Illinois	\$118,813	\$118,339	\$54,197	\$36,928
Indiana	\$163,659	\$41,611	\$24,520	\$36,546
Iowa	\$148,741	\$91,265	\$39,720	\$44,723
Michigan	\$175,838	\$163,135	\$11,879	\$56,006
Mich State	\$166,932	\$83,280	\$57,258	\$40,052
Ohio State	\$161,156	\$72,178	\$31,815	\$34,327
Penn State	\$137,751	\$143,519	\$29,581	\$66,475
Purdue	\$153,237	\$71,223	\$41,714	\$24,142
Wisconsin	\$139,494	\$192,508	\$37,845	\$49,495
N Carolina	\$224,514	\$97,058	\$44,625	\$34,158
Texas	\$161,867	\$130,861	\$19,956	\$36,393
Washington	\$196,908	\$198,986	\$6,527	\$60,759
UC-Berkeley	\$219,940	\$205,453	\$21,516	\$72,491
UC-Los Angeles	\$354,845	\$193,554	\$15,739	\$116,895
UC-Santa Barbara	\$163,917	\$108,181	\$1,920	\$43,246
UC-San Diego	\$262,592	\$338,120	\$4,185	\$127,365

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Ratios per Full-time Tenured/Tenure Track Faculty

	Academic Support Expenditures	Student Services Expenditures	Institutional Support Expenditures	Operation & Maintenance of Plant Expenditures	Total Educational & General Expenditures & Transfers
Minnesota	\$77,356	\$20,383	\$36,144	\$45,443	\$617,726
Illinois	\$36,928	\$16,777	\$12,049	\$33,396	\$425,032
Indiana	\$36,546	\$17,355	\$42,960	\$29,168	\$409,775
Iowa	\$44,723	\$13,751	\$18,940	\$29,812	\$449,096
Michigan	\$56,006	\$22,349	\$34,188	\$42,441	\$625,526
Mich State	\$40,052	\$11,836	\$25,921	\$26,883	\$451,792
Ohio State	\$34,327	\$12,201	\$28,582	\$21,096	\$401,668
Penn State	\$66,475	\$13,859	\$28,784	\$32,817	\$493,882
Purdue	\$24,142	\$7,821	\$25,261	\$34,139	\$393,419
Wisconsin	\$49,495	\$18,673	\$19,284	\$33,246	\$546,373
N Carolina	\$34,158	\$7,488	\$28,365	\$38,335	\$501,417
Texas	\$36,393	\$16,362	\$27,228	\$35,912	\$509,420
Washington	\$60,759	\$9,348	\$45,188	\$47,191	\$622,426
UC-Berkeley	\$72,491	\$43,031	\$50,888	\$47,431	\$749,629
UC-Los Angeles	\$116,895	\$25,522	\$57,163	\$33,999	\$903,538
UC-Santa Barbara	\$43,246	\$46,864	\$32,668	\$30,440	\$493,354
UC-San Diego	\$127,365	\$33,923	\$52,970	\$39,114	\$898,318

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Other Ratios

	T/TT Faculty as % of Full-time Employees	E&G Salaries and Wages as Percent of Total E&G	Enrollment Per Degree	GSF per Full- time Tenured/ Tenure Track Faculty
Minnesota	19%	53%	5.4	9,324
Illinois	20%	55%	4.1	9,200
Indiana	21%	46%	4.7	10,853
Iowa	20%	49%	5.1	9,973
Michigan	17%	43%	3.9	12,206
Mich State	20%	54%	5.2	10,283
Ohio State	15%	53%	4.5	8,709
Penn State	17%	50%	4.2	9,200
Purdue	21%	53%	5.0	9,467
Wisconsin	18%	53%	4.6	9,548
N Carolina	18%	52%	4.1	7,459
Texas	16%	51%	4.4	9,521
Washington	11%	54%	3.8	9,191
UC-Berkeley	15%	53%	3.7	11,158
UC-Los Angeles	14%	60%	3.9	10,303
UC-Santa Barbara	21%	55%	4.1	7,608
UC-San Diego	11%	55%	4.5	13,447

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Schedule 13: FY97 Expenditures by Function and College/Administrative Office (from CUF SRDB)

	Instruction	Research	Public Serv	Acad Support	Student Serv	Fin Aid	Inst Support	Plant	Other	Total	
1											
2											
3	Agricultural Experiment Station	37,799	37,455,735	0	386,868	4,755	400	4,898	243,832	0	38,134,287
4	Academic Health Center Shared	0	5,260,921	2,717,856	10,070,929	0	1,047,066	0	0	2,250,842	21,347,614
5	College of Architecture and Landscape Arch	2,681,923	372,307	604,571	760,060	342,622	37,532	0	0	0	4,799,015
6	Administrative Process Redesign	0	0	0	0	0	0	3,088	0	0	3,088
7	Athletics	0	0	1,190	75,981	796,594	1,623,792	0	0	23,275,013	25,772,570
8	Audits	0	0	0	0	0	0	1,267,608	0	0	1,267,608
9	Bell Museum	100,879	277,783	455,719	1,099,543	0	0	0	0	0	1,933,924
10	Budget and Finance	0	0	0	0	0	0	2,235,658	0	0	2,235,658
11	Boynton Health Service	0	0	1,072	23,329	77,583	0	0	0	11,716,535	11,818,519
12	College of Biological Sciences	9,919,710	12,444,588	451,824	2,329,816	506,053	183,148	44,968	79,110	104,529	26,063,746
13	College of Education and Human Development	16,594,483	6,014,534	6,829,101	4,098,115	990,218	103,070	0	0	0	34,629,521
14	College of Human Ecology	4,796,313	1,374,476	2,368,614	1,658,032	431,200	138,625	0	0	0	10,767,260
15	College of Liberal Arts	62,073,716	8,660,453	1,455,004	4,174,304	4,556,289	1,616,574	0	0	0	82,536,340
16	College of Natural Resources	1,808,653	3,684,103	588,239	498,478	302,891	186,834	0	0	42,431	7,111,629
17	College of Agricultural, Food, and Environ Sci	7,653,896	17,133,181	3,049,479	3,088,323	595,848	454,074	0	0	615,929	32,590,730
18	Curtis L. Carlson School of Management	18,814,676	2,150,470	2,313,971	3,499,501	875,585	478,936	0	0	0	28,133,139
19	Controller	0	0	0	0	0	0	6,563,180	0	0	6,563,180
20	School of Dentistry	18,572,820	5,206,355	515,429	2,021,672	283,006	247,765	0	0	0	26,847,047
21	Enterprise System Project	0	0	0	0	0	0	813,942	0	0	813,942
22	Enrollment Operations	0	0	30,820	513,285	15,651,256	25,475,199	3,405,235	0	0	45,075,795
23	Executive Vice President and Provost	11	121,437	548,039	5,193,976	22,057	0	1,546,883	0	25,515	7,457,918
24	University of Minnesota Extension Service	43,451	108,514	44,679,484	45,270	0	0	0	0	0	44,876,719
25	Facilities Management	0	0	0	0	0	0	841,654	88,612,157	0	89,453,811
26	Housing and Food Service	0	0	0	0	0	0	65,030	333,626	29,319,682	29,718,338
27	VP Finance and Operations	0	0	0	0	0	0	328,133	0	0	328,133
28	General Counsel	0	0	22,772	0	0	0	4,195,180	0	0	4,217,952
29	General College	4,232,483	171,021	676,523	973,368	772,629	46,180	0	0	0	6,872,204
30	Humphrey Institute of Public Affairs	1,809,900	1,821,767	5,674,142	1,403,304	129,534	341,286	0	0	0	11,179,933
31	Hospital and Clinic	0	181,961	1,400,852	0	0	0	0	0	169,086,820	170,669,633
32	Vice President, Human Resources	901,973	0	505,575	-117,738	574,274	0	10,733,015	0	0	12,597,099
33	Vice President, Health Sciences	217,042	5,364	0	3,306,464	0	0	-665,322	0	0	2,863,548
34	Campus Health, Safety, & Transportation	0	1,706,888	143,618	236,511	0	0	8,766,975	621,182	8,096,368	19,571,542
35	Information Technology	0	0	763,047	5,569,024	0	0	7,746,387	0	0	14,078,458
36	Vice President, Institutional Relations	0	0	102,275	0	3,473	11,250	11,511,519	0	0	11,628,517
37	Institute of Technology	53,871,582	67,723,890	7,817,531	5,854,221	2,556,068	1,182,481	0	0	67	139,005,840
38	International Studies and Programs	680,509	73,534	1,967,674	5,328,185	154,124	530,191	5,933	0	0	8,740,150
39	Law School	5,187,757	1,538,454	350,084	5,718,439	595,248	856,985	217,506	0	0	14,464,473
40	University Libraries	0	3,555,701	276,845	29,702,508	0	0	0	0	387,325	33,922,379
41	Minority Affairs	128,450	3,386	50,028	321,302	2,408,595	320,928	1,228,116	0	0	4,460,805
42	Medical School	85,252,947	120,638,760	11,636,891	32,609,477	725,968	2,975,011	395,814	42,847	-86,814	254,190,901
43	School of Nursing	5,278,621	906,770	121,214	753,996	258,730	115,388	0	0	0	7,434,719
44	College of Pharmacy	5,791,846	4,106,621	225,547	1,590,892	183,510	464,961	16,260	0	0	12,379,637
45	Planning, International Prog, Enrollment Mgmt	0	0	0	0	12,500	0	1,682,722	0	0	1,695,222
46	President	0	0	0	0	0	0	2,018,344	0	0	2,018,344
47	School of Public Health	8,792,762	33,907,876	2,544,240	2,518,483	301,684	28,777	0	0	0	48,093,822
48	ROTC	259,573	0	0	0	0	1,800	21,112	0	34	282,519
49	Board of Regents	0	0	0	0	0	0	907,325	0	0	907,325
50	VP, Research and Dean, Graduate School	1,426,626	7,187,997	2,417,749	13,906,572	699,801	4,023,014	6,316,454	310,491	0	36,288,704

Schedule 13 (cont): FY97 Expenditures by Function and College/Administrative Office (from CUFSRDB)

	Instruction	Research	Public Serv	Acad Support	Student Serv	Fin Aid	Inst Support	Plant	Other	Total
51										
52										
53 Recreational Sports/Student Unions	0	0	0	0	2,528,187	10,250	0	0	5,576,336	8,114,773
54 VP, Student Development and Athletics	0	258	943,740	0	2,736,965	0	1,558,930	0	708,980	5,948,873
55 Summer Session	7,087,008	0	0	73,076	0	0	0	0	0	7,160,084
56 System Accounts	348,877	508,493	112,882	285,735	105,383	19,786,566	-4,706,188	225,930	9,350,715	26,018,393
57 Treasurer	0	466	1,921	0	0	0	3,697,016	2,736,333	430,202	6,865,938
58 University College	21,281,382	2,535	4,597,085	6,460,998	1,432,911	64,467	49,089	0	0	33,888,467
59 Auxiliary Services	0	0	0	0	0	0	902,659	0	21,274,725	22,177,384
60 College of Veterinary Medicine	14,593,005	6,227,445	3,930,604	2,840,231	375,315	103,724	0	0	0	28,070,324
61										
62 Twin Cities Total	360,240,673	350,534,044	112,893,251	158,872,530	41,990,856	62,456,274	73,719,123	93,205,508	282,175,234	1,536,087,493
63										
64 UMC Academic Affairs	3,546,183	748	172,410	1,508,115	10,495	0	73,737	0	667,797	5,979,485
65 UMC Finance	23	0	311	-6,228	11,394	0	402,397	0	314,343	722,240
66 UMC Chancellor	0	340,603	183,191	17,658	0	285,019	904,385	1,501,505	46,867	3,279,228
67 UMC Student Affairs	-647	0	0	2,982	1,204,310	1,414,735	-13,775	0	2,060,949	4,668,554
68 UMD Achievement Center	145,704	0	0	85,514	921,587	0	8,217	0	0	1,161,022
69 UMD Intercollegiate Athletics	0	0	0	65,460	0	351,252	0	0	2,674,615	3,091,327
70 UMD Auxiliary Services	0	0	0	0	0	0	-76,869	0	12,013,639	11,936,770
71 UMD Academic Administration	0	471,151	0	24,144	15,838	0	666,186	0	0	1,177,319
72 UMD Academic Support and Student Life	89	0	0	0	3,634,856	8,337,986	150	0	0	11,973,081
73 UMD College of Educ and Human Service Prof	4,440,216	109,587	94,888	626,409	83,484	53,798	130	0	19,210	5,427,722
74 UMD Finance and Operations	0	0	0	8,956	0	0	1,889,539	0	548,564	2,447,059
75 UMD Chancellor	0	0	0	104,250	0	0	1,162,092	0	2,468	1,268,810
76 UMD College of Liberal Arts	6,347,484	45,375	443,528	339,889	59,361	7,400	0	0	0	7,243,037
77 UMD College of Science and Engineering	10,144,993	2,782,909	11,053	463,826	255,860	70,082	0	0	0	13,728,723
78 UMD Facilities Management	0	0	0	0	0	0	0	8,665,161	40,990	8,706,151
79 UMD Information Services	0	0	446,928	554,394	0	0	2,043,176	0	0	3,044,498
80 UMD Library	0	58,085	0	2,703,808	0	0	0	0	0	2,761,893
81 Duluth School of Medicine	7,979,752	1,564,683	54,237	547,693	0	-200	436	0	0	10,146,601
82 UMD Natural Resources Research Institute	0	7,917,610	10,270	3,816	0	0	0	0	0	7,931,696
83 UMD School of Business and Economics	3,294,388	145,351	872,402	577,687	4,042	12,213	0	0	0	4,906,083
84 UMD School of Fine Arts	2,686,505	16,869	136,476	1,539,047	2,841	3,000	0	0	55,909	4,440,647
85 UMD Student Life	0	0	13,858	500	0	0	0	0	2,465,678	2,480,036
86 UMD University College	0	0	0	0	0	0	0	0	0	0
87 UMM Academic Affairs	34,393	56,578	64,243	2,191,760	36,586	0	41,796	0	68,253	2,493,609
88 UMM Finance	0	0	0	0	0	0	755,576	0	10,000	765,576
89 UMM Chancellor	0	0	10,926	275,368	0	0	428,714	2,409,588	0	3,124,596
90 UMM Student Affairs	0	0	9,800	2,066	2,438,126	4,012,817	200	0	2,503,862	8,966,871
91 UMM Division of Education	684,073	0	12,693	0	0	0	0	0	474	697,240
92 UMM Division of Humanities	2,462,850	9,063	24,172	10,050	0	-75	0	0	39,158	2,545,218
93 UMM Division of Science and Mathematics	2,262,769	91,078	43,308	10,710	0	0	0	0	-1,652	2,406,213
94 UMM Division of Social Sciences	1,876,996	22,427	0	0	0	0	0	0	0	1,899,423
95 UMM Plant Services Office	0	0	0	0	0	0	196,884	0	2,106,816	2,303,700
96 Duluth, Morris, Crookston Total	45,905,771	13,632,117	2,604,694	11,657,874	8,678,780	14,548,027	8,482,971	12,576,254	25,637,940	143,724,428
97										
98 University Total	406,146,444	364,166,161	115,497,945	170,530,404	50,669,636	77,004,301	82,202,094	105,781,762	307,813,174	1,679,811,921

entered by UC

From: [redacted] <adams002@maroon.tc.umn.edu>
Date: Wed, 12 Jan 2000 10:07:04 -0800
To: "University Senate" <senate@mailbox.mail.umn.edu>
Subject: Re: Cover letter + survey

At 11:41 AM 1/5/00 -0600, you wrote:

>
>January 5, 2000
>
>TO: Department Chairs/Heads, University of Minnesota Academic
> Health Center
>
>FROM: Academic Health Center Finance and Planning Committee:
> Timothy Church, Kathryn Dusenbery, Daniel Feeney (Chair),
> Katherine Johnston (ex officio), Michael Speidel, Patricia
> Tomlinson, and Carol Wells
>
>RE: Questionnaire about annual merit salary determination
> processes in your department
>
>
>In an effort to determine how merit salary awards are calculated across the
>individual departments in the Academic Health Center (AHC), the AHC
>Finance &
>Planning Committee are asking for your cooperation. We have designed a
>questionnaire that we hope addresses the issues brought to us by the
>faculty.
>Concerns have been raised about how salary increase dollars are distributed
>including things described as inequities, delays, favoritism, incomplete
>information, and obfuscation. To avoid undue speculation, there is no
>substitute
>for the facts. It is in the interest of obtaining data that this
>questionnaire
>was developed and is being sent to you.
>
>To respond electronically, complete the questionnaire and press the
>"reply" key
>to (senate@mailbox.mail.umn.edu). If you prefer to respond via US/campus
>mail,
>forward the questionnaire to:
>
>Ms. Vickie Courtney
>University Senate
>427 Morrill Hall,
>100 Church Street, SE
>Minneapolis, MN 55455
>
>We're asking that the questionnaire be returned before January 31, 2000.
>The information received will be collated and the results will be published
>in the "Academic Health Center Newsletter". If no response is received,
>you will be contacted ONCE to be sure there has been no unintentional
>oversight. All AHC Departments will be listed with their responses to each
>of the enclosed questions displayed. For those chairs/heads who do not
>respond, a "no response" will be placed next to that question for that
>department in the published materials. There is great interest in this
>data by Senior Vice President Frank Cerra and Associate Vice President
>Katherine Johnston and this effort has their support. Dr. Cerra sent a
>letter to the AHC Deans on 10/21/99 informing them this process was
>occurring.
>
>Thank you for your cooperation.
>
>
>*****
>AHC MERIT PROCESS QUESTIONNAIRE
>from the Academic Health Center Finance and Planning Committee

>
>
>This questionnaire is an inquiry regarding the processes involved with merit
>evaluation and annual salary determination across the Academic Health Center
>(AHC). Concerns about 1) the processes of individual faculty merit
evaluations
>2) the determination of annual faculty merit salary awards, and 3) the
>timeliness of implementation of faculty raises have been brought to the
>attention of the AHC Finance & Planning Committee. Questions below are
grouped
>by related issues and are intended to assess the status of compensation
policy
>compliance within the AHC.

>
>1. Does your department use an elected, peer evaluation group to conduct
the
>faculty merit evaluations? _____ Yes ___X___ No
> If you answered "no", please explain your process(es).

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>
>2. Does the department chair/head participate in the deliberations of the
>elected, peer evaluation group during faculty merit evaluations?

> ___X___ Yes _____ No
> If you answered "no", please explain your process(es).

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>3. Does the department chair/head collate scores from the elected, peer
>evaluation group during the faculty merit evaluations?

> ___X___ Yes _____ No
> If you answered "no", please explain your process(es).

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>4. Does the department chair/head render an evaluation during the faculty
merit
>evaluations?

> ___X___ Yes _____ No
> If you answered "no", please explain your process(es).
> If you answered "yes", please explain the relative weighting of the

> chair's/head's score to that of the faculty peer review committee.

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>5. Does the department have a formal compensation/merit evaluation policy?

> ___X___ Yes _____ No
> If you answered "no", please explain your process(es).

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>6. Does your department annually vote on the process(es) and criteria for
>faculty merit evaluations?

> _____ Yes ___X___ No
> If you answered "no", please explain what you do.

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>7. Who makes the final decision on the actual amount of merit pay awarded in
>faculty merit evaluations?
> Faculty peer Chair/Head Other
> Merit Committee (please define)
> If you answered "Chair/Head" or "Other", please explain how merit
>evaluation scores from the faculty peer evaluation group are used in your
>process(es).
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>8. Does the available pool (not the source) of dollars available for annual
>faculty merit distribution vary depending on how a faculty member's
>appointment
>is funded? [e.g. state \$, grant \$, clinic income \$, other \$]
> Yes No
> If you answered "yes", please explain what occurs.
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>9. Are the faculty aware of the available pool of money to be allocated to
>merit
>salary increases in this department? [e.g. dollars as a % of current pay,
>gross
>dollars, etc.]
> Yes No
> If you answered "no", please explain what they are told about available \$.
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>
>10. Does the presence of a research grant containing salary dollars
>influence
>what might be available for awarding to individual faculty at annual merit
>distribution deliberations? [e.g. 3% average increase suggested by central
>administration, but grant contains 2% or 4% increase on that portion of the
>involved individual's salary]
> Yes No
> If you answered "yes", please explain what occurs.
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>11. Does the presence of a practice plan influence what might be available
>for
>awarding to individual faculty at annual merit distribution deliberations?
>[e.g. Is the % of an individual's appointment that is assigned to clinical
>practice/service treated similarly to what has been suggested by central
>administration (? 3%) or are practice dollars awarded strictly on the
>basis of
>income generation?]
> Yes No

> If you answered "yes", please explain what occurs.

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>12. Do monies generated from clinical practice endeavors go into the academic

>department and potentially into a merit pool involving those faculty not engaged

>in clinical practice?

> Yes No

> If you answered "yes", please explain what occurs.

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>13. Do the faculty in the department get a report on how available merit pool

>dollars were distributed (obviously not specifically to whom, but in the anonymous sense "how many faculty got what % raise)?

> Yes No

> If you answered "no", please explain what occurs.

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>14. Is the goal to award an "average" of the annually specified percent (as determined by Central Administration) to an individual's total faculty salary

> [e.g. (? % state \$) + (? % grant salary \$) + (? % contract \$) + (? % practice plan\$) = 100% merit increase]?

> Yes No

> If you answered "no", please explain your process(es).

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>15. Do you have any "incentive pay" or annual productivity bonuses that are awarded to faculty?

> Yes No

> If you answered "yes", please explain how these work.

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>16. Are you aware of the Faculty Compensation Policy and what it says about how

>annual merit evaluations and salary determinations are to be conducted?

> Yes No

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>17. Do you as Department Chair/Head meet with your faculty individually to explicitly discuss their merit evaluation and to agree upon mutual expectations

>for the following academic year?

> Yes No

> If you answered "no ", please explain how merit scores are explained and how

>expectations, workloads, etc. are agreed-upon in your department.

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>18. Do you as Department Chair/Head use a criteria-based formula to calculate

>merit scores for individual faculty?

> Yes No

> a. If you answered "yes", please indicate the scoring system and explain

>whether or not it is weighted by % effort in specific areas (e.g. teaching,

>research, service, outreach, administration...).

>external funding support 5 points

publication in peer reviewed journals 3 points

courses taught, undergrad and grad 3 points

presentations at national meetings 2 points

advisor success 2 points

publications of book chapters 2 points

resident teaching 1 point

medical student teaching 1 point

CME presentations 1 point

participation as office in national organization 1 point

participation as a medical school committee member 1 point

conference presentations 1 point

administrative activities 1 point

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>

> b. If you answered "yes", please indicate whether the scoring system is

>weighted by faculty rank (e.g. merit points are worth proportionally more at

>higher ranks).

>
>

>use a point system for faculty

>

> c. If you answered "no", please indicate how you handle merit scores.

>

>both clinical and research

>
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>

>19. Are merit \$ awarded on a % of salary basis, a raw dollar basis (e.g. dollars

>from the available pool regardless of annual salary), some combination of % and

>raw \$, or some other method other?

> _____ % of _____ raw \$ _____ raw & % _____ Other
> salary from pool

>

> Please explain your process(es).

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>20. When and how do you communicate the faculty member's annual salary
>incremental increase (or the lack thereof) to individual faculty in your
>department?

>
>memo to faculty

>
>
>21. When did the merit salary increases for your tenured and tenure-track
>faculty become effective in your department this year? (e.g. When did your
>faculty see the difference in their gross pay?)

>
> Specify month and year the raises for 1999-2000 FY became effective.

>
>7/01/99

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>22. Are there any problems with the Faculty Compensation Policy that you
>feel
>should be addressed by the Senate Committee on Faculty Affairs and/or the
>Faculty Senate?

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>
>Much of this is totally irrelevant, since this department is operating in
>the red, we can't give bonuses to anyone.

>
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>

>Thank you for your cooperation!
>
>Please return this questionnaire to:

>
>senate@mailbox.mail.umn.edu

>
>or
>
>Ms. Vickie Courtney
>427 Morrill Hal,
>100 Church Street SE
>Minneapolis, MN 55455

>
>By 1/31/00
>
>cc: AHC Deans

>
>
>
>

>*****

>University Senate Phone: 612-625-9369
>427 Morrill Hall Fax: 612-626-1609
>100 Church St SE E-mail: senate@mailbox.mail.umn.edu
>Minneapolis, MN 55455 Web: <http://www1.umn.edu/usenate>

>

>

>

George L. Adams, M.D.
Professor and Head
Department of Otolaryngology
University of Minnesota
(612) 625-2410

entered by VC

From: "Mark V. Dahl" <dahlx003@maroon.tc.umn.edu>
Date: Tue, 01 Feb 2000 14:21:07 -0600
To: senate@mailbox.mail.umn.edu
Subject: Re: [Fwd: Cover letter + survey]

"Mark V. Dahl" wrote:

> I cannot remember what we did last year. Can one of you help answer
> this thing?

> Mark

> --

> *****

> Mark V. Dahl, MD

> Professor and Chairman of Dermatology

> University of Minnesota Medical School

> Box 98 F-UMC

> 420 Delaware Street S.E.

> Minneapolis, MN 55455

> 612-626-6255

> Visit us at <http://www.dept.med.umn.edu/dermatology>

> *****

> -----
> Subject: Cover letter + survey

> Date: Wed, 5 Jan 2000 11:41:38 -0600 (CST)

> From: "University Senate" <senate@mailbox.mail.umn.edu>

> To: George L Adams <adams002@maroon.tc.umn.edu>,

> Mark V Dahl <dahlx003@maroon.tc.umn.edu>,

> Joseph Di Salvo <Joseph.Di-Salvo-1@tc.umn.edu>,

> dunnx00@tc.umn.edu,

> Kathryn E Dusenbery <dusen001@tc.umn.edu>,

> Dennis D Dykstra <dykst001@maroon.tc.umn.edu>,

> Timothy J Ebner <ebner001@maroon.tc.umn.edu>,

> faras@gene.med.umn.edu,

> Leo T Furcht <furch001@maroon.tc.umn.edu>,

> ashley@lenti.med.umn.edu,

> John C Hulbert <hulbe001@maroon.tc.umn.edu>,

> jacot001@tc.umn.edu,

> Jay H Krachmer <krach001@maroon.tc.umn.edu>,

> Horace H Loh <lohxx001@maroon.tc.umn.edu>,

> Charles F Louis <louis003@maroon.tc.umn.edu>,

> Robert E Maxwell <maxwe001@maroon.tc.umn.edu>,

> James H Moller <molle002@maroon.tc.umn.edu>,

> Richard J Palahniuk <palah001@maroon.tc.umn.edu>,

> Linda C Campbell <campb013@maroon.tc.umn.edu>,

> polla@tc.umn.edu,

> Jonathan I Ravdin <Jonathan.I.Ravdin-1@tc.umn.edu>,

> Sellmann C Schulz <scs@tc.umn.edu>,

> Marc Swiontkowski <swion001@tc.umn.edu>,

> William M Thompson <thomp003@tc.umn.edu>,

> Leo B Twiggs <twigg001@gold.tc.umn.edu>,

> tweedie@biostat@umn.edu,

> dvesley@cccs.umn.edu,

> Susan B Foote <foote003@tc.umn.edu>,

> luepker@epi.umn.edu,

> Trevor R Ames <amesx001@maroon.tc.umn.edu>,

> P Jane Armstrong <armst002@maroon.tc.umn.edu>,

> Larry D Bjorklund <bjork010@maroon.tc.umn.edu>,

> James E Collins <colli002@tc.umn.edu>,

> Sagar M Goyal <goyal001@maroon.tc.umn.edu>,

> Jeffrey S Klausner <klaus001@tc.umn.edu>,

> Samuel K Maheswaran <mahes001@maroon.tc.umn.edu>,
> oswal001@tc.umn.edu,
> Donald C Plumb <dcplumb@maroon.tc.umn.edu>,
> Barbara J Leonard <leona001@maroon.tc.umn.edu>,
> Mariah Snyder <snyde002@maroon.tc.umn.edu>,
> Gary C Anderson <ander018@maroon.tc.umn.edu>,
> James R Holtan <holta001@maroon.tc.umn.edu>,
> Leslie V Martens <marte001@tc.umn.edu>,
> William H Douglas <dougl001@maroon.tc.umn.edu>,
> aseverso@d.umn.edu,
> gdavis1@d.umn.edu,
> ldrewes@d.umn.edu,
> lwittmer@d.umn.edu,
> bcrouse@d.umn.edu,
> olukasew@d.umn.edu,
> path@d.umn.edu,
> reisenbe@d.umn.edu,
> rziegler@d.umn.edu,
> courtney@mailbox.mail.umn.edu

> January 5, 2000

> TO: Department Chairs/Heads, University of Minnesota Academic
> Health Center
>
> FROM: Academic Health Center Finance and Planning Committee:
> Timothy Church, Kathryn Dusenbery, Daniel Feeney (Chair),
> Katherine Johnston (ex officio), Michael Speidel, Patricia
> Tomlinson, and Carol Wells
>
> RE: Questionnaire about annual merit salary determination
> processes in your department

> In an effort to determine how merit salary awards are calculated across the
> individual departments in the Academic Health Center (AHC), the AHC Finance &
> Planning Committee are asking for your cooperation. We have designed a
> questionnaire that we hope addresses the issues brought to us by the faculty.
> Concerns have been raised about how salary increase dollars are distributed
> including things described as inequities, delays, favoritism, incomplete
> information, and obfuscation. To avoid undue speculation, there is no
> substitute
> for the facts. It is in the interest of obtaining data that this questionnaire
> was developed and is being sent to you.

> To respond electronically, complete the questionnaire and press the "reply"
> key
> to (senate@mailbox.mail.umn.edu). If you prefer to respond via US/campus mail,
> forward the questionnaire to:

> Ms. Vickie Courtney
> University Senate
> 427 Morrill Hall,
> 100 Church Street, SE
> Minneapolis, MN 55455

> We're asking that the questionnaire be returned before January 31, 2000.
> The information received will be collated and the results will be published
> in the "Academic Health Center Newsletter". If no response is received,
> you will be contacted ONCE to be sure there has been no unintentional
> oversight. All AHC Departments will be listed with their responses to each
> of the enclosed questions displayed. For those chairs/heads who do not
> respond, a "no response" will be placed next to that question for that
> department in the published materials. There is great interest in this
> data by Senior Vice President Frank Cerra and Associate Vice President
> Katherine Johnston and this effort has their support. Dr. Cerra sent a
> letter to the AHC Deans on 10/21/99 informing them this process was

> occurring.

>
> Thank you for your cooperation.
>
> *****
> AHC MERIT PROCESS QUESTIONNAIRE
> from the Academic Health Center Finance and Planning Committee

>
> This questionnaire is an inquiry regarding the processes involved with merit
> evaluation and annual salary determination across the Academic Health Center
> (AHC). Concerns about 1) the processes of individual faculty merit
evaluations
> 2) the determination of annual faculty merit salary awards, and 3) the
> timeliness of implementation of faculty raises have been brought to the
> attention of the AHC Finance & Planning Committee. Questions below are
grouped
> by related issues and are intended to assess the status of compensation policy
> compliance within the AHC.

>
> 1. Does your department use an elected, peer evaluation group to conduct the
> faculty merit evaluations? Yes

No

If you answered "no", please explain your process(es).

> The department uses a financial management process in which productivity is
evaluated in a uniform manner across the
> dept. The chair in consultation with the faculty member and in context of
overall department finances recommend to
> the Dean the compensation for each faculty member. Merit evaluation is part
of the peer review for promotion and
> tenure.

> 2. Does the department chair/head participate in the deliberations of the
> elected, peer evaluation group during faculty merit evaluations?

Yes No

If you answered "no", please explain your process(es).

> 3. Does the department chair/head collate scores from the elected, peer
> evaluation group during the faculty merit evaluations?

Yes No

If you answered "no", please explain your process(es).

> See above

> 4. Does the department chair/head render an evaluation during the faculty
merit
> evaluations?

Yes No

If you answered "no", please explain your process(es).

If you answered "yes", please explain the relative weighting

of the

> chair's/head's score to that of the faculty peer review committee.

> See above

> 5. Does the department have a formal compensation/merit evaluation policy?

Yes

No
> If you answered "no", please explain your process(es).

> 6. Does your department annually vote on the process(es) and criteria for
> faculty merit evaluations?

Yes

No
> If you answered "no", please explain what you do.

> The faculty vote on the compensation plan used each year

> 7. Who makes the final decision on the actual amount of merit pay awarded in
> faculty merit evaluations?

> _____ Faculty peer Chair/Head

> _____ Other

> _____ Merit Committee

(please define)

> If you answered "Chair/Head" or "Other", please explain how
merit

> evaluation scores from the faculty peer evaluation group are used in your
> process(es).

> 8. Does the available pool (not the source) of dollars available for annual
> faculty merit distribution vary depending on how a faculty member's
appointment

> is funded? [e.g. state \$, grant \$, clinic income \$, other \$]

> Yes _____

No

> If you answered "yes", please explain what occurs.

> Faculty in the development phase of their careers usually the first two years
have funding supported by the medical

> school and through a redistribution of clinical earnings of the group.

> 9. Are the faculty aware of the available pool of money to be allocated to
merit

> salary increases in this department? [e.g. dollars as a % of current pay,
gross

> dollars, etc.]

> Yes _____ No

> If you answered "no", please explain what they are told about
available \$.

> 10. Does the presence of a research grant containing salary dollars influence
> what might be available for awarding to individual faculty at annual merit
> distribution deliberations? [e.g. 3% average increase suggested by central
> administration, but grant contains 2% or 4% increase on that portion of the
> involved individual's salary]

> Yes _____

No

> If you answered "yes", please explain what occurs.

> Part of total salary based on NIH cap

> 11. Does the presence of a practice plan influence what might be available for
> awarding to individual faculty at annual merit distribution deliberations?

> [e.g. Is the % of an individual's appointment that is assigned to clinical
> practice/service treated similarly to what has been suggested by central
> administration (? 3%) or are practice dollars awarded strictly on the basis of
> income generation?]

> Yes _____

No

> If you answered "yes", please explain what occurs.

> The Department of Dermatology uses the same productivity methodology for
compensation as does the Department of

> Medicine and the Department of Neurology. = 120 faculty

> 12. Do monies generated from clinical practice endeavors go into the academic
> department and potentially into a merit pool involving those faculty not
engaged

> in clinical practice?

> Yes _____

No

> If you answered "yes", please explain what occurs.

> Used mostly to support administrative needs as it is the only general unrestricted funds available to the Department.

> 13. Do the faculty in the department get a report on how available merit pool dollars were distributed (obviously not specifically to whom, but in the anonymous sense "how many faculty got what % raise)?

> Yes

No

> If you answered "no", please explain what occurs.

>

> 14. Is the goal to award an "average" of the annually specified percent (as determined by Central Administration) to an individual's total faculty salary

> [e.g. (? % state \$) + (? % grant salary \$) + (? % contract \$) + (? % practice plan\$) = 100% merit increase]?

> Yes

No

> If you answered "no", please explain your process(es).

>

> 15. Do you have any "incentive pay" or annual productivity bonuses that are awarded to faculty?

> Yes

No

> If you answered "yes", please explain how these work.

> Based on individual changes to productivity during the year and the overall performance of the department.

> 16. Are you aware of the Faculty Compensation Policy and what it says about how

> annual merit evaluations and salary determinations are to be conducted?

> Yes

No

>

> 17. Do you as Department Chair/Head meet with your faculty individually to explicitly discuss their merit evaluation and to agree upon mutual expectations

> for the following academic year?

> Yes

No

> If you answered "no", please explain how merit scores are explained and how

> expectations, workloads, etc. are agreed-upon in your department.

>

> 18. Do you as Department Chair/Head use a criteria-based formula to calculate merit scores for individual faculty?

> Yes

No

>

> a. If you answered "yes", please indicate the scoring system and explain

> whether or not it is weighted by % effort in specific areas (e.g. teaching, research, service, outreach, administration...).

> Based on remunerated effort in research, teaching clinical activity, administration and other

> b. If you answered "yes", please indicate whether the scoring system is

> weighted by faculty rank (e.g. merit points are worth proportionally more at higher ranks).

> Rank not a factor

> c. "If you answered "no", please indicate how you handle merit scores.

>

> 19. Are merit \$ awarded on a % of salary basis, a raw dollar basis (e.g. dollars from the available pool regardless of annual salary), some combination of % and raw \$, or some other method other?

> _____ % of _____ raw \$ _____ raw & %

> Other

> _____ salary _____ from pool

>

> Please explain your process(es). Combination

>

> 20. When and how do you communicate the faculty member's annual salary incremental increase (or the lack thereof) to individual faculty in your department?

> Once a year during the annual fiscal budget planning process. Our full time faculty members constitute an executive committee and must vote by majority for the faculty compensation plan each year

>

> 21. When did the merit salary increases for your tenured and tenure-track faculty become effective in your department this year? (e.g. When did your faculty see the difference in their gross pay?)

>

> Specify month and year the raises for 1999-2000 FY became effective.

> Effective 7/1/99 - received in Sept 99 paycheck

>

> 22. Are there any problems with the Faculty Compensation Policy that you feel should be addressed by the Senate Committee on Faculty Affairs and/or the Faculty Senate?

> The medical school does not receive its appropriate share of state appropriations tuitions and other income from central administration to adequately support the educational missions of the Medical School faculty.

>

> Thank you for your cooperation!

>

> Please return this questionnaire to:

>

> senate@mailbox.mail.umn.edu

>

> or

>

> Ms. Vickie Courtney

> 427 Morrill Hall,

> 100 Church Street SE

> Minneapolis, MN 55455

>

> By 1/31/00

>

> cc: AHC Deans

>

> *****

> University Senate Phone: 612-625-9369

> 427 Morrill Hall Fax: 612-626-1609

> 100 Church St SE E-mail: senate@mailbox.mail.umn.edu

> Minneapolis, MN 55455 Web: http://www1.umn.edu/usenate

Mark V. Dahl, MD
Professor and Chairman of Dermatology
University of Minnesota Medical School
Box 98 F-UMC
420 Delaware Street S.E.
Minneapolis, MN 55455
612-626-6255
Visit us at <http://www.dept.med.umn.edu/dermatology>

entered by VC

UNIVERSITY OF MINNESOTA

Twin Cities Campus

*Department of Physiology
Medical School*

*6-125 Jackson Hall
321 Church Street S.E.
Minneapolis, MN 55455
612-625-5902
Fax: 612-625-5149*

January 6, 2000

AHC Finance and Planning Committee
C/o Ms. Vickie Courtney
University Senate
427 Morrill Hall

Dear Members of the Committee:

To my knowledge there is no policy statement governing how merit salary increases are determined in the Department of Physiology.

I was appointed Interim Head of the Department of Physiology in August, 1998. At that time the salary increases for the 1998-99 academic year had already been determined by the previous Head.

Only a three percent pool was provided for merit increases in the 99-00 year. However, given that our department was decreased in size by more than 50 percent and our remaining faculty had performed in an equally meritorious fashion, each faculty member received three percent of his/her salary.

A faculty-driven proposal to distribute merit-based faculty increases will be developed in the current academic year after we learn more about our continuing future.

Sincerely,



Joseph DiSalvo, Ph.D.
Professor and Interim Head

JDS/nbs

entered by VC

From: [REDACTED] <dusen001@tc.umn.edu>
Date: Mon, 31 Jan 2000 13:33:21 -0600
To: "University Senate" <senate@mailbox.mail.umn.edu>
Subject: Survey

Here are the answers for the Department of Radiation Oncology :

>1. Does your department use an elected, peer evaluation group to conduct the
>faculty merit evaluations? _____ Yes No
> If you answered "no", please explain your process(es).
>This is a very small department (only 12 people, 6 mds and 6 phds.) In the
past there was no merit evaluation unless you were a probationary faculty.

I am interim chairman and my method this year was to request all the
faculty to submit a "report" on their academic achievements and
contributions for the previous year as well as a game plan for the upcoming
year. I met with all faculty on an individual basis to discuss their
academic and service records before determining a "merit" score. This
score was used to determine compensation.

>
>
>2. Does the department chair/head participate in the deliberations of the
>elected, peer evaluation group during faculty merit evaluations?
> Yes _____ No

> If you answered "no", please explain your process(es).
>
>
>
>

>3. Does the department chair/head collate scores from the elected, peer
>evaluation group during the faculty merit evaluations?
> _____ Yes No

> If you answered "no", please explain your process(es).
>
>
>
>

>4. Does the department chair/head render an evaluation during the faculty
merit
>evaluations?
> Yes _____ No

> If you answered "no", please explain your process(es).
> If you answered "yes", please explain the relative weighting of the
> chair's/head's score to that of the faculty peer review committee.
>
>
>
>
>

>5. Does the department have a formal compensation/merit evaluation policy?
> _____ Yes No

> If you answered "no", please explain your process(es).
>
>

>In the past there was no formal policy. The chairman set compenston
annually. As interim chairman, I believe that there should be a poicy and
am in the process of drafting such a policy.
>
>

>
>6. Does your department annually vote on the process(es) and criteria for
>faculty merit evaluations?

> _____ Yes No

> If you answered "no", please explain what you do.

>In the past the faculty did not have a voice in this process other than to
>argue with the chairman.

>

>

>

>

>7. Who makes the final decision on the actual amount of merit pay awarded in
>faculty merit evaluations?

> _____ Faculty peer Chair/Head _____ Other
> Merit Committee (please define)

> If you answered "Chair/Head" or "Other", please explain how merit
>evaluation scores from the faculty peer evaluation group are used in your
>process(es).

>

>

>There are no merit scores from faculty peers> >

>

>8. Does the available pool (not the source) of dollars available for annual
>faculty merit distribution vary depending on how a faculty member's
>appointment

>is funded? [e.g. state \$, grant \$, clinic income \$, other \$]

> _____ Yes No

> If you answered "yes", please explain what occurs.

>

>

>

>

>

>9. Are the faculty aware of the available pool of money to be allocated to
>merit

>salary increases in this department? [e.g. dollars as a % of current pay,
>gross

>dollars, etc.]

> _____ Yes _____ No

> If you answered "no", please explain what they are told about available \$.

>

>In the past there was not an awareness of the available pool. The salary
>was contingent on good clinical revenue stream, and it was made clear that
>if clinical revenues were down, that the salary would be adjusted
>accordingly.

>

>

>

>

>10. Does the presence of a research grant containing salary dollars
>influence

>what might be available for awarding to individual faculty at annual merit
>distribution deliberations? [e.g. 3% average increase suggested by central
>administration, but grant contains 2% or 4% increase on that portion of the
>involved individual's salary]

> _____ Yes No

> If you answered "yes", please explain what occurs.

>

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>

>11. Does the presence of a practice plan influence what might be available
>for

>awarding to individual faculty at annual merit distribution deliberations?

>[e.g. Is the % of an individual's appointment that is assigned to clinical
>practice/service treated similarly to what has been suggested by central
>administration (? 3%) or are practice dollars awarded strictly on the
>basis of
>income generation?]

> _____ Yes No
> If you answered "yes", please explain what occurs.

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>
>12. Do monies generated from clinical practice endeavors go into the
>academic
>department and potentially into a merit pool involving those faculty not
>engaged
>in clinical practice?

> Yes _____ No
> If you answered "yes", please explain what occurs.

>
>The clinical dollars subsidize all other aspects of the department.

>
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>
>13. Do the faculty in the department get a report on how available merit
>pool
>dollars were distributed (obviously not specifically to whom, but in the
>anonymous sense "how many faculty got what % raise)?

> _____ Yes _____ No
> If you answered "no", please explain what occurs.

>
>
>In the past this did not occur. This will happen in the future. It is
>difficult with only 12 faculty, to keep it anonymous.

>
>
>14. Is the goal to award an "average" of the annually specified percent (as
>determined by Central Administration) to an individual's total faculty
>salary

> [e.g. (? % state \$) + (? % grant salary \$) + (? % contract \$) +
> (? % practice plan\$) = 100% merit increase]?

> _____ Yes No
> If you answered "no", please explain your process(es).

>
>The previous process was not based on any formula. >

>
>
>15. Do you have any "incentive pay" or annual productivity bonuses that are
>awarded to faculty?

> _____ Yes No
> If you answered "yes", please explain how these work.

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>16. Are you aware of the Faculty Compensation Policy and what it says
>about how
>annual merit evaluations and salary determinations are to be conducted?

> Yes No

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>17. Do you as Department Chair/Head meet with your faculty individually to explicitly discuss their merit evaluation and to agree upon mutual expectations

>for the following academic year?

> Yes No

> If you answered "no ", please explain how merit scores are explained and how

>expectations, workloads, etc. are agreed-upon in your department.

>
>In the past, we met with our chairman to discuss in general the overall progress and to hear what the possible salary would be (without any promises that this would be the actual salary depending on clinical revenues). Workload, expectations, etc were not disuccsed.

>
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>

>18. Do you as Department Chair/Head use a criteria-based formula to calculate

>merit scores for individual faculty?

> Yes No

>
> a. If you answered "yes", please indicate the scoring system and explain

>whether or not it is weighted by % effort in specific areas (e.g. teaching, research, service, outreach, administration...).

>
>In the past, it is unclear whether the chairman used a formula. If so, it was not shared with the faculty. In my first try at this as interim chairman, I attempted to give equal weight to service, teaching and research.

>
> b. If you answered "yes", please indicate whether the scoring system is weighted by faculty rank (e.g. merit points are worth proportionally more at higher ranks).

> My system was not that complicated. >

>
>
> c. If you answered "no", please indicate how you handle merit scores.

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>19. Are merit \$ awarded on a % of salary basis, a raw dollar basis (e.g. dollars from the available pool regardless of annual salary), some combination of % and

>raw \$, or some other method other?

> 100 % of raw \$ raw & % Other
> salary from pool

Entered by JC

From: "Tim Ebner" <ebner001@maroon.tc.umn.edu>
Date: Wed, 5 Jan 2000 13:45:07 -0600
To: "'University Senate'" <senate@mailbox.mail.umn.edu>
Subject: RE: Cover letter + survey

Dear Ms. Courtney,

As a new Department as of July 1, 1999 we have not established all policy and procedures. Our first order of business concerning salaries this year was equity adjustments since faculty came from different departments with quite different salary histories. A faculty committee is working on a "Merit Review" plan that will be voted on by the faculty for the next year. Therefore, many of my answers are not complete.

Timothy J. Ebner
Department of Neuroscience
6-145 Jackson Hall
University of Minnesota
612-626-6800 (Office)
612-626-9200 (Lab)
612-626-9201 (Fax)

AHC MERIT PROCESS QUESTIONNAIRE
from the Academic Health Center Finance and Planning Committee

This questionnaire is an inquiry regarding the processes involved with merit evaluation and annual salary determination across the Academic Health Center (AHC). Concerns about 1) the processes of individual faculty merit evaluations

2) the determination of annual faculty merit salary awards, and 3) the timeliness of implementation of faculty raises have been brought to the attention of the AHC Finance & Planning Committee. Questions below are grouped

by related issues and are intended to assess the status of compensation policy compliance within the AHC.

1. Does your department use an elected, peer evaluation group to conduct the faculty merit evaluations? Yes No

If you answered "no", please explain your process(es).

As noted above we are in the process of developing these procedures. The initial committee was faculty elected.

2. Does the department chair/head participate in the deliberations of the elected, peer evaluation group during faculty merit evaluations?

Yes No

If you answered "no", please explain your process(es).

I anticipate participating.

3. Does the department chair/head collate scores from the elected, peer evaluation group during the faculty merit evaluations?

Yes No

If you answered "no", please explain your process(es).

See "1

4. Does the department chair/head render an evaluation during the faculty merit evaluations?

Yes No

If you answered "no", please explain your process(es).

If you answered "yes", please explain the relative weighting of the chair's/head's score to that of the faculty peer review committee.

I anticipate Head involvement.

5. Does the department have a formal compensation/merit evaluation policy?

Yes No

If you answered "no", please explain your process(es).

See #1

6. Does your department annually vote on the process(es) and criteria for faculty merit evaluations?

Yes No

If you answered "no", please explain what you do.

See #1

7. Who makes the final decision on the actual amount of merit pay awarded in faculty merit evaluations?

Faculty peer Chair/Head Other
Merit Committee (please define)

If you answered "Chair/Head" or "Other", please explain how merit evaluation scores from the faculty peer evaluation group are used in your process(es).

See #1

8. Does the available pool (not the source) of dollars available for annual faculty merit distribution vary depending on how a faculty member's appointment

is funded? [e.g. state \$, grant \$, clinic income \$, other \$]

Yes No

If you answered "yes", please explain what occurs.

9. Are the faculty aware of the available pool of money to be allocated to merit salary increases in this department? [e.g. dollars as a % of current pay, gross dollars, etc.]

Yes No

If you answered "no", please explain what they are told about available \$.

10: Does the presence of a research grant containing salary dollars influence what might be available for awarding to individual faculty at annual merit distribution deliberations? [e.g. 3% average increase suggested by central administration, but grant contains 2% or 4% increase on that portion of the involved individual's salary]

_____ Yes X_____ No

If you answered "yes", please explain what occurs.

11. Does the presence of a practice plan influence what might be available for awarding to individual faculty at annual merit distribution deliberations? [e.g. Is the % of an individual's appointment that is assigned to clinical practice/service treated similarly to what has been suggested by central administration (? 3%) or are practice dollars awarded strictly on the basis of income generation?]

_____ Yes X_____ No

If you answered "yes", please explain what occurs.

NA

12. Do monies generated from clinical practice endeavors go into the academic department and potentially into a merit pool involving those faculty not engaged in clinical practice?

_____ Yes X_____ No

If you answered "yes", please explain what occurs.

13. Do the faculty in the department get a report on how available merit dollars were distributed (obviously not specifically to whom, but in the anonymous sense "how many faculty got what % raise)?

X_____ Yes _____ No

If you answered "no", please explain what occurs.

14. Is the goal to award an "average" of the annually specified percent (as determined by Central Administration) to an individual's total faculty salary

[e.g. (? % state \$) + (? % grant salary \$) + (? % contract \$) + (? % practice plan\$) = 100% merit increase]?

_____ Yes _____ No

If you answered "no", please explain your process(es).

See #!

15. Do you have any "incentive pay" or annual productivity bonuses that are

awarded to faculty?

Yes No

If you answered "yes", please explain how these work.

Interesting question. I have tried to do this but have been told this is not possible.

16. Are you aware of the Faculty Compensation Policy and what it says about how annual merit evaluations and salary determinations are to be conducted?

Yes No

17. Do you as Department Chair/Head meet with your faculty individually to explicitly discuss their merit evaluation and to agree upon mutual expectations for the following academic year?

Yes No

If you answered "no", please explain how merit scores are explained and how expectations, workloads, etc. are agreed-upon in your department. The first thing we did was establish an "Annual Plan" policy on which Merit will be partially based.

18. Do you as Department Chair/Head use a criteria-based formula to calculate merit scores for individual faculty?

Yes No

a. If you answered "yes", please indicate the scoring system and explain whether or not it is weighted by % effort in specific areas (e.g. teaching, research, service, outreach, administration...).

See #1

b. If you answered "yes", please indicate whether the scoring system is weighted by faculty rank (e.g. merit points are worth proportionally more at higher ranks).

c. If you answered "no", please indicate how you handle merit scores.

19. Are merit \$ awarded on a % of salary basis, a raw dollar basis (e.g. dollars from the available pool regardless of annual salary), some combination of % and raw \$, or some other method other?

· _____ % of _____ raw \$ _____ raw & % _____ Other
salary from pool

Please explain your process(es).

I anticipate will be a combination.

20. When and how do you communicate the faculty member's annual salary incremental increase (or the lack thereof) to individual faculty in your department?

Formal letter.

21. When did the merit salary increases for your tenured and tenure-track faculty become effective in your department this year? (e.g. When did your faculty see the difference in their gross pay?)

Specify month and year the raises for 1999-2000 FY became effective.

This years plan which was based on salary equity issues was done based on the Medical School's schedule. Raises were received in August.

22. Are there any problems with the Faculty Compensation Policy that you feel should be addressed by the Senate Committee on Faculty Affairs and/or the Faculty Senate?

Please clarify policies on "Incentive Pay" in regards to grant salary dollars.

Thank you for your cooperation!

Please return this questionnaire to:

senate@mailbox.mail.umn.edu

or

Ms. Vickie Courtney

427 Morrill Hall,
100 Church Street SE
Minneapolis, MN 55455

By 1/31/00

cc: AHC Deans

University Senate Phone: 612-625-9369
427 Morrill Hall Fax: 612-626-1609
100 Church St SE E-mail: senate@mailbox.mail.umn.edu
Minneapolis, MN 55455 Web: <http://www1.umn.edu/usenate>

Entered by JC

..... This message includes attached files.
..... Use the Save button to extract them.

From: Linda Kenny <kenny001@maroon.tc.umn.edu>
Date: Mon, 31 Jan 2000 15:28:53 -0600
To: senate@mailbox.mail.umn.edu
Subject: Fwd: Cover letter + survey

>From Leo T. Furcht, M.D.
Professor and Head
Department of Laboratory Medicine and Pathology

>>AHC MERIT PROCESS QUESTIONNAIRE
>>from the Academic Health Center Finance and Planning Committee

>>
>>
>>This questionnaire is an inquiry regarding the processes involved with merit
>>evaluation and annual salary determination across the Academic Health Center
>>(AHC). Concerns about 1) the processes of individual faculty merit
>evaluations
>>2) the determination of annual faculty merit salary awards, and 3) the
>>timeliness of implementation of faculty raises have been brought to the
>>attention of the AHC Finance & Planning Committee. Questions below are
>grouped
>>by related issues and are intended to assess the status of compensation
>policy
>>compliance within the AHC.
>>

>>1. Does your department use an elected, peer evaluation group to conduct
>the

>>faculty merit evaluations? _____ Yes X No

>> If you answered "no", please explain your process(es).
Research faculty are reviewed by an appointed research advisory committee (RAC) of three senior faculty members
Clinical pathology faculty are reviewed by the director of clinical pathology
Anatomic pathology faculty are reviewed by the director of anatomic pathology
Medical technology faculty are reviewed by the director of medical technology
Other teaching faculty are reviewed by the director of education
Joint Cancer Center /Lab Med and Path faculty are reviewed by the head of Laboratory Medicine and Pathology and the director of the Cancer Center.
Division directors and the RAC committee are reviewed by the department head.

We use an annual review form (enclosed) for these reviews.

>>
>>2. Does the department chair/head participate in the deliberations of the
>>elected, peer evaluation group during faculty merit evaluations?

>> _____ Yes X No

>> If you answered "no", please explain your process(es).
The department head reviews all the review forms after all reviews are concluded.

>>
>>
>>
>>
>>3. Does the department chair/head collate scores from the elected, peer
>>evaluation group during the faculty merit evaluations?

>> _____ Yes X No (note exception)

>> If you answered "no", please explain your process(es).
>>The department head collates all scores from the RAC committee and all division directors at the end of the process.

>>
>>
>>
>>4. Does the department chair/head render an evaluation during the faculty

>merit

>>evaluations?

>

>> Yes No

>> If you answered "no", please explain your process(es).

>> If you answered "yes", please explain the relative weighting of the

>

>> chair's/head's score to that of the faculty peer review committee.

>>All scores are normalized across the department to allow better correlation from group to group.

>>

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>>5. Does the department have a formal compensation/merit evaluation policy?

>

>> Yes No

>> If you answered "no", please explain your process(es).

>>

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>>6. Does your department annually vote on the process(es) and criteria for faculty merit evaluations?

>> Yes No

>> If you answered "no", please explain what you do.

>>

The review form is reviewed each year for faculty input by all faculty. We've been using the same procedure for approximately eight years. - an annual review based on information provided in our annual review form.

>>

>>

>>

>>

>>7. Who makes the final decision on the actual amount of merit pay awarded in

>>faculty merit evaluations?

>> Faculty peer Chair/Head Other

>> Merit Committee (please define)

>> If you answered "Chair/Head" or "Other", please explain how merit

>>evaluation scores from the faculty peer evaluation group are used in your >>process(es).

>>

>>We determine how the ratings will tie into a percent increase, the actual increase is based on the number of dollars available. We also try to match the average increase recommended by Central administration. Central administration never provides the dollars sufficient to pay increase that they publicly promulgate.

>>

>>

>>

>>8. Does the available pool (not the source) of dollars available for annual >>faculty merit distribution vary depending on how a faculty member's

>appointment

>>is funded? [e.g. state \$, grant \$, clinic income \$, other \$]

>> Yes No

>> If you answered "yes", please explain what occurs.

>>We base our increases on the overall availability of funds but the size of an increase is not determined by individual funding sources.

>>

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>>

>>

>>9. Are the faculty aware of the available pool of money to be allocated to

>merit

>>salary increases in this department? [e.g. dollars as a % of current pay,
>gross
>>dollars, etc.]
>> Yes No
>> If you answered "no", please explain what they are told about available \$.

>>We usually have a meeting preceding the compensation process to explain
the financial situation of the department to include dollars available for
increases.

>>
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>>

>>10. Does the presence of a research grant containing salary dollars
>influence

>>what might be available for awarding to individual faculty at annual merit
>>distribution deliberations? [e.g. 3% average increase suggested by central
>>administration, but grant contains 2% or 4% increase on that portion of the
>>involved individual's salary]

>> Yes No
>> If you answered "yes", please explain what occurs.

>>Increases are entirely based on merit. If a grant cannot fund an
increase we would look for other funding sources for that faculty member.
Collective grant offsets allow more money to be available for salary
increases but exact amount of percentage increase is based on merit not
availability of funds.

>>
>>
>>

>>11. Does the presence of a practice plan influence what might be available
>for

>>awarding to individual faculty at annual merit distribution deliberations?
>

>>[e.g. Is the % of an individual's appointment that is assigned to clinical
>

>>practice/service treated similarly to what has been suggested by central
>>administration (? 3%) or are practice dollars awarded strictly on the
>basis of

>>income generation?]

>> Yes No
>> If you answered "yes", please explain what occurs.

>>We use the same process to determine clinical salaries.

>>
>>
>>

>>12. Do monies generated from clinical practice endeavors go into the
>academic

>>department and potentially into a merit pool involving those faculty not
>engaged

>>in clinical practice?

>> Yes No
>> If you answered "yes", please explain what occurs.

>>1571 funds could be used to fund some increases but most of these funds
>are used for staff salaries and operating expenses of the department.

>>
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>>
>>

>>13. Do the faculty in the department get a report on how available merit
>pool

>>dollars were distributed (obviously not specifically to whom, but in the
>>anonymous sense "how many faculty got what % raise)?

>
>> Yes No
>> If you answered "no", please explain what occurs.

>>
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>>
>>14. Is the goal to award an "average" of the annually specified percent (as
>>determined by Central Administration) to an individual's total faculty
>salary
>> [e.g. (? % state \$) + (? % grant salary \$) + (? % contract \$) +
>> (? % practice plan\$) = 100% merit increase]?

>> Yes No
>> If you answered "no", please explain your process(es).

>>
>> Except in cases of pay equity or promotion. However, the University never
>> gives sufficient funds to award increases. For example they say they give
>> us 3% but we really only get 1% of total salary commitments, this is the
>> heart of the problem.

>>
>>
>>15. Do you have any "incentive pay" or annual productivity bonuses that are
>>awarded to faculty?

>> Yes No
>> If you answered "yes", please explain how these work.

>>
>>
>>
>>
>>16. Are you aware of the Faculty Compensation Policy and what it says
>>about how
>>annual merit evaluations and salary determinations are to be conducted?

>> Yes No

>>
>>
>>
>>
>>
>>17. Do you as Department Chair/Head meet with your faculty individually to
>>explicitly discuss their merit evaluation and to agree upon mutual
>>expectations
>>for the following academic year?

>> Yes No
>> If you answered "no", please explain how merit scores are explained and
>>how
>>expectations, workloads, etc. are agreed-upon in your department.

>>
>>The RAC committee and division directors meet individually with faculty to
>>review the faculty evaluation, goals for next year, etc. The department
>>head meets individually with the division directors and the RAC committee
>>members. The Cancer Center director and department head meet individually
>>with all the joint cancer center/lab med faculty. The department head will
>>meet with any faculty member who wants to meet with him directly.

>>
>>
>>
>>
>>18. Do you as Department Chair/Head use a criteria-based formula to
>>calculate
>>merit scores for individual faculty?
>> Yes No

>>
>> a. If you answered "yes", please indicate the scoring system and explain
>
>>whether or not it is weighted by % effort in specific areas (e.g.
>teaching,
>>research, service, outreach, administration...).

>>
An overall rating is given by the division director or RAC and this rating
is tied to a percentage increase after normalization of one group to another.

>>
>> b. If you answered "yes", please indicate whether the scoring system is
>
>>weighted by faculty rank (e.g. merit points are worth proportionally more
>at
>>higher ranks).

>>
>> c. If you answered "no", please indicate how you handle merit scores.

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>>19. Are merit \$ awarded on a % of salary basis, a raw dollar basis (e.g.
>dollars
>>from the available pool regardless of annual salary), some combination of
>% and
>>raw \$, or some other method other?

>> X % of raw \$ raw & % Other
>> salary from pool

>> Please explain your process(es).

A rating is tied to a percentage of base salary within the constraints of
the available dollars in the department.

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>>20. When and how do you communicate the faculty member's annual salary
>>incremental increase (or the lack thereof) to individual faculty in your
>>department?

>>
>A letter is sent to each faculty member.

>>
>>
>>21. When did the merit salary increases for your tenured and tenure-track
>>faculty become effective in your department this year? (e.g. When did your
>>faculty see the difference in their gross pay?)

>>
>> Specify month and year the raises for 1999-2000 FY became effective.

>>
>June 21, 1999. In checks December 99.

>>
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>>

>>22. Are there any problems with the Faculty Compensation Policy that you
>feel
>>should be addressed by the Senate Committee on Faculty Affairs and/or the
>>Faculty Senate?

>>
There is great difficulty in making comparisons across faculty in a
department such as ours. WE have a broad range of MDs doing service work
and generating income at the same time teaching heavily and doing search,
We have Ph.D.s doing service work and research, we also have Ph.D.s doing
research with good grant support; other cases with no grant support and
little to no teaching activities.

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>>Thank you for your cooperation!

>>
>>Please return this questionnaire to:

>>
>>senate@mailbox.mail.umn.edu

>>
>>or

>>
>>Ms. Vickie Courtney
>>427 Morrill Hal,
>
>>100 Church Street SE
>>Minneapolis, MN 55455

>>
>>By 1/31/00

>>
>>cc: AHC Deans

>>
>>
>>
>>

>>*****

>>University Senate Phone: 612-625-9369
>>427 Morrill Hall Fax: 612-626-1609
>>100 Church St SE E-mail: senate@mailbox.mail.umn.edu
>>Minneapolis, MN 55455 Web: http://www1.umn.edu/usenate

>>
>Leo T. Furcht, M.D.
>Allen-Pardee Professor and Head
>Department of Laboratory Medicine and Pathology
>Director, Institute of Medical Biotechnology
>University of Minnesota
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>Visit our home page at <http://www.borg.labmed.umn.edu/ATeam.html>

>

entered by VC

From: "Colleen O'Neill (MicroAdmin)" <colleen@mail.ahc.umn.edu>
Date: Wed, 9 Feb 2000 08:13:25 -0600 (CST)
To: senate@mailbox.mail.umn.edu
cc: "Ashley T. Haase (MicroBio)" <ashley@lenti.med.umn.edu>
Subject: Re: Cover letter + survey

Survey responses from Ashley Haase in the Department of Microbiology.

>
> *****
> AHC MERIT PROCESS QUESTIONNAIRE
> from the Academic Health Center Finance and Planning Committee
>
>
> 1. Does your department use an elected, peer evaluation group to conduct the
> faculty merit evaluations? _____ Yes X No
> If you answered "no", please explain your process(es).

The faculty agreed to have the department head continue to conduct merit evaluations based on a unanimously agreed-upon written set of post-tenure review goals and expectations.

> 2. Does the department chair/head participate in the deliberations of the
> elected, peer evaluation group during faculty merit evaluations?
> _____ Yes X No
> If you answered "no", please explain your process(es).

See the response to question 1.

> 3. Does the department chair/head collate scores from the elected, peer
> evaluation group during the faculty merit evaluations?
> _____ Yes X No
> If you answered "no", please explain your process(es).

See the response to question 1.

> 4. Does the department chair/head render an evaluation during the
> faculty merit evaluations?
> X Yes _____ No
> If you answered "no", please explain your process(es).
> If you answered "yes", please explain the relative weighting of the
> chair s/head s score to that of the faculty peer review committee.

The department head renders the evaluation on his own.

> 5. Does the department have a formal compensation/merit evaluation policy?
> X Yes _____ No
> If you answered "no", please explain your process(es).

> 6. Does your department annually vote on the process(es) and criteria for
> faculty merit evaluations?
> _____ Yes X No
> If you answered "no", please explain what you do.

> 7. Who makes the final decision on the actual amount of merit pay awarded in
> faculty merit evaluations?
> _____ Faculty peer X Chair/Head _____ Other
> Merit Committee (please define)
> If you answered "Chair/Head" or "Other", please explain how merit
> evaluation scores from the faculty peer evaluation group are used in your
> process(es).

There is no faculty peer evaluation group involved in this process.

> 8. Does the available pool (not the source) of dollars available for annual
> faculty merit distribution vary depending on how a faculty member s

- > appointment
- > is funded? [e.g. state \$, grant \$, clinic income \$, other \$]
- > _____ Yes No
- > If you answered "yes", please explain what occurs.

- > 9. Are the faculty aware of the available pool of money to be allocated to merit
- > salary increases in this department? [e.g. dollars as a % of current pay, gross> dollars, etc.]
- > _____ Yes No
- > If you answered "no", please explain what they are told about available \$.

The faculty are aware of the central administration recommendations but the exact dollar amount of the pool.

- > 10. Does the presence of a research grant containing salary dollars > influence
- > what might be available for awarding to individual faculty at annual merit distribution deliberations? [e.g. 3% average increase suggested by central administration, but grant contains 2% or 4% increase on that portion of the involved individual s salary]
- > _____ Yes No
- > If you answered "yes", please explain what occurs.

- > 11. Does the presence of a practice plan influence what might be available for
- > awarding to individual faculty at annual merit distribution deliberations? [e.g. Is the % of an individual s appointment that is assigned to clinical
- > practice/service treated similarly to what has been suggested by central administration (? 3%) or are practice dollars awarded strictly on the basis of
- > income generation?]
- > _____ Yes _____ No
- > If you answered "yes", please explain what occurs.

Not applicable.

- > 12. Do monies generated from clinical practice endeavors go into the
- > academic
- > department and potentially into a merit pool involving those faculty not
- > engaged
- > in clinical practice?
- > _____ Yes _____ No
- > If you answered "yes", please explain what occurs.

Not applicable.

- > 13. Do the faculty in the department get a report on how available merit
- > pool
- > dollars were distributed (obviously not specifically to whom, but in the
- > anonymous sense "how many faculty got what % raise)?
- > _____ Yes No
- > If you answered "no", please explain what occurs.

Each individual faculty member is notified in writing of their own salary increase.

- > 14. Is the goal to award an "average" of the annually specified percent (as
- > determined by Central Administration) to an individual s total faculty
- > salary
- > [e.g. (? % state \$) + (? % grant salary \$) + (? % contract \$) +
- > (? % practice plan\$) = 100% merit increase]?
- > _____ Yes No
- > If you answered "no", please explain your process(es).

The pool is determined by the % recommendation from central administration. The pool is distributed based on merit without a specific formula.

> 15. Do you have any "incentive pay" or annual productivity bonuses that are awarded to faculty?

> _____ Yes No

> If you answered "yes", please explain how these work.

> 16. Are you aware of the Faculty Compensation Policy and what it says about how

> annual merit evaluations and salary determinations are to be conducted?

> Yes _____ No

> 17. Do you as Department Chair/Head meet with your faculty individually to explicitly discuss their merit evaluation and to agree upon mutual expectations

> for the following academic year?

> Yes _____ No

> If you answered "no", please explain how merit scores are explained and how

> expectations, workloads, etc. are agreed-upon in your department.

> 18. Do you as Department Chair/Head use a criteria-based formula to calculate

> merit scores for individual faculty?

> Yes _____ No

> a. If you answered "yes", please indicate the scoring system and explain whether or not it is weighted by % effort in specific areas (e.g. teaching, research, service, outreach, administration...).

90% on performance in research and teaching.

> b. If you answered "yes", please indicate whether the scoring system is weighted by faculty rank (e.g. merit points are worth proportionally more at higher ranks).

No

> c. If you answered "no", please indicate how you handle merit scores.

Merit scores are based on productivity.

> 19. Are merit \$ awarded on a % of salary basis, a raw dollar basis (e.g. dollars

> from the available pool regardless of annual salary), some combination of % and

> raw \$, or some other method other?

> _____ % of _____ raw \$ raw & % _____ Other
> salary from pool

> Please explain your process(es).

Merit dollars are awarded based on productivity and equity for faculty with similar productivity and rank.

20. When and how do you communicate the faculty member s annual salary incremental increase (or the lack thereof) to individual faculty in your department?

Salary increases and annual evaluations are communicated by letter to each faculty member as soon as possible after the available pool of funds is identified.

21. When did the merit salary increases for your tenured and tenure-track
> faculty become effective in your department this year? (e.g. When did your
> faculty see the difference in their gross pay?)

>
> Specify month and year the raises for 1999-2000 FY became effective.

Faculty received their increase letters in July 1999 for 1999-2000.
Salary increases were effective 6/21/99; the actual payroll change was
implemented in early August and included applicable retroactive pay.

> 22. Are there any problems with the Faculty Compensation Policy that you
> feel
> should be addressed by the Senate Committee on Faculty Affairs and/or the
> Faculty Senate?

Salary comparable to other institutions
Equity issues at all ranks

Entered by JC

From: William J. J. <WJACOTT@famprac.umn.edu>
Date: Tue, 18 Jan 2000 08:35:54 -0600
To: senate@mailbox.mail.umn.edu
Subject: Re: Cover letter + survey

>>> "University Senate" <senate@mailbox.mail.umn.edu> 01/05/00 11:41AM >>>

January 5, 2000

TO: Department Chairs/Heads, University of Minnesota Academic Health Center

FROM: Academic Health Center Finance and Planning Committee:
Timothy Church, Kathryn Dusenbery, Daniel Feeney (Chair),
Katherine Johnston (ex officio), Michael Speidel, Patricia Tomlinson, and Carol Wells

RE: Questionnaire about annual merit salary determination processes in your department

In an effort to determine how merit salary awards are calculated across the individual departments in the Academic Health Center (AHC), the AHC Finance & Planning Committee are asking for your cooperation. We have designed a questionnaire that we hope addresses the issues brought to us by the faculty. Concerns have been raised about how salary increase dollars are distributed including things described as inequities, delays, favoritism, incomplete information, and obfuscation. To avoid undue speculation, there is no substitute for the facts. It is in the interest of obtaining data that this questionnaire was developed and is being sent to you.

To respond electronically, complete the questionnaire and press the "reply" key to (senate@mailbox.mail.umn.edu). If you prefer to respond via US/campus mail, forward the questionnaire to:

Ms. Vickie Courtney
University Senate
427 Morrill Hall,
100 Church Street, SE
Minneapolis, MN 55455

We're asking that the questionnaire be returned before January 31, 2000. The information received will be collated and the results will be published in the "Academic Health Center Newsletter". If no response is received, you will be contacted ONCE to be sure there has been no unintentional oversight. All AHC Departments will be listed with their responses to each of the enclosed questions displayed. For those chairs/heads who do not respond, a "no response" will be placed next to that question for that department in the published materials. There is great interest in this data by Senior Vice President Frank Cerra and Associate Vice President Katherine Johnston and this effort has their support. Dr. Cerra sent a letter to the AHC Deans on 10/21/99 informing them this process was occurring.

Thank you for your cooperation.

AHC MERIT PROCESS QUESTIONNAIRE
from the Academic Health Center Finance and Planning Committee

This questionnaire is an inquiry regarding the processes involved with merit evaluation and annual salary determination across the Academic Health Center

(AHC). Concerns about 1) the processes of individual faculty merit evaluations 2) the determination of annual faculty merit salary awards, and 3) the timeliness of implementation of faculty raises have been brought to the attention of the AHC Finance & Planning Committee. Questions below are grouped by related issues and are intended to assess the status of compensation policy compliance within the AHC.

1. Does your department use an elected, peer evaluation group to conduct the faculty merit evaluations? Yes No

If you answered "no", please explain your process(es).

2. Does the department chair/head participate in the deliberations of the elected, peer evaluation group during faculty merit evaluations?

Yes No

If you answered "no", please explain your process(es).

We have an elected Merit Review Comm. which has 4 members elected by the faculty and 2 appointed by me to achieve balance. They meet with me when they are done and present their recommendations.

3. Does the department chair/head collate scores from the elected, peer evaluation group during the faculty merit evaluations?

Yes No

If you answered "no", please explain your process(es).

As above, plus, I do an annual review individually of all of our faculty and use the merit score plus my review to make salary determinations.

4. Does the department chair/head render an evaluation during the faculty merit evaluations?

Yes No

If you answered "no", please explain your process(es).

If you answered "yes", please explain the relative weighting of the chair+s/head+s score to that of the faculty peer review committee.

The score from the committee has the most weight, but, in some cases, information is obtained thru the annual review that was not presented to the committee. We don't have numerical weighting but it's probably 75-25 in favor of the merit score.

5. Does the department have a formal compensation/merit evaluation policy?

Yes No

If you answered "no", please explain your process(es).

6. Does your department annually vote on the process(es) and criteria for faculty merit evaluations?

Yes No

If you answered "no", please explain what you do.

Every other year

7. Who makes the final decision on the actual amount of merit pay awarded in

faculty merit evaluations?

Faculty peer Chair/Head Other
Merit Committee (please define)

If you answered "Chair/Head" or "Other", please explain how merit evaluation scores from the faculty peer evaluation group are used in your process(es).

explained above

8. Does the available pool (not the source) of dollars available for annual faculty merit distribution vary depending on how a faculty member's appointment is funded? [e.g. state \$, grant \$, clinic income \$, other \$]

Yes No

If you answered "yes", please explain what occurs.

9. Are the faculty aware of the available pool of money to be allocated to merit salary increases in this department? [e.g. dollars as a % of current pay, gross dollars, etc.]

Yes No

If you answered "no", please explain what they are told about available \$.

10. Does the presence of a research grant containing salary dollars influence what might be available for awarding to individual faculty at annual merit distribution deliberations? [e.g. 3% average increase suggested by central administration, but grant contains 2% or 4% increase on that portion of the involved individual's salary]

Yes No

If you answered "yes", please explain what occurs.

11. Does the presence of a practice plan influence what might be available for awarding to individual faculty at annual merit distribution deliberations? [e.g. Is the % of an individual's appointment that is assigned to clinical practice/service treated similarly to what has been suggested by central administration (? 3%) or are practice dollars awarded strictly on the basis of income generation?]

Yes No

If you answered "yes", please explain what occurs.

12. Do monies generated from clinical practice endeavors go into the academic department and potentially into a merit pool involving those faculty not engaged in clinical practice?

Yes No

If you answered "yes", please explain what occurs.

13. Do the faculty in the department get a report on how available merit pool dollars were distributed (obviously not specifically to whom, but in the anonymous sense "how many faculty got what % raise)?

Yes No

If you answered "no", please explain what occurs.

14. Is the goal to award an "average" of the annually specified percent (as determined by Central Administration) to an individual+s total faculty salary [e.g. (? % state \$) + (? % grant salary \$) + (? % contract \$) + (? % practice plan\$) = 100% merit increase]?

Yes No

If you answered "no", please explain your process(es).

15. Do you have any "incentive pay" or annual productivity bonuses that are awarded to faculty?

Yes No

If you answered "yes", please explain how these work.

16. Are you aware of the Faculty Compensation Policy and what it says about how annual merit evaluations and salary determinations are to be conducted?

Yes No

17. Do you as Department Chair/Head meet with your faculty individually to explicitly discuss their merit evaluation and to agree upon mutual expectations for the following academic year?

Yes No

If you answered "no", please explain how merit scores are explained and how expectations, workloads, etc. are agreed-upon in your department.

18. Do you as Department Chair/Head use a criteria-based formula to calculate merit scores for individual faculty?

Yes No

a. If you answered "yes", please indicate the scoring system and explain whether or not it is weighted by % effort in specific areas (e.g. teaching, research, service, outreach, administration...).

b. If you answered "yes", please indicate whether the scoring system is

weighted by faculty rank (e.g. merit points are worth proportionally more at higher ranks).

c. If you answered "no", please indicate how you handle merit scores.
as above

19. Are merit \$ awarded on a % of salary basis, a raw dollar basis (e.g. dollars from the available pool regardless of annual salary), some combination of % and raw \$, or some other method other?

 X % of raw \$ raw & % Other
 salary from pool

Please explain your process(es).
As above, a % of base.

20. When and how do you communicate the faculty member+s annual salary incremental increase (or the lack thereof) to individual faculty in your department?

A personnel and confidential letter to each at the beginning of the academic year.

21. When did the merit salary increases for your tenured and tenure-track faculty become effective in your department this year? (e.g. When did your faculty see the difference in their gross pay?)

Specify month and year the raises for 1999-2000 FY became effective.

June 99

22. Are there any problems with the Faculty Compensation Policy that you feel should be addressed by the Senate Committee on Faculty Affairs and/or the Faculty Senate?

Not enough money from central.

Thank you for your cooperation!

Please return this questionnaire to:

senate@mailbox.mail.umn.edu

or

Ms. Vickie Courtney
427 Morrill Hall,
100 Church Street SE
Minneapolis, MN 55455

By 1/31/00

cc: AHC Deans

University Senate	Phone: 612-625-9369
427 Morrill Hall	Fax: 612-626-1609
100 Church St SE	E-mail: senate@mailbox.mail.umn.edu
Minneapolis, MN 55455	Web: http://www1.umn.edu/usenate

Entered by VC

From: [redacted] <[redacted]@maroon.tc.umn.edu>
Date: Wed, 12 Jan 2000 18:29:39 -0600
To: senate@mailbox.mail.umn.edu
Subject: Re: Cover letter + survey

> AHC MERIT PROCESS QUESTIONNAIRE

> from the Academic Health Center Finance and Planning Committee

> This questionnaire is an inquiry regarding the processes involved with merit evaluation and salary

> determination across the Academic Health Center (AHC). Concerns about 1) the processes of individual faculty merit

> evaluations 2) the determination of annual faculty merit salary awards, and 3) the timely implementation of

> faculty raises have been brought to the attention of the AHC Finance & Planning Committee. Questions below are

> grouped by related issues and are intended to assess the status of compensation policy within the AHC.

> 1. Does your department use an elected, peer evaluation group to conduct the faculty merit evaluations? Yes No

> No Yes No
If you answered "no", please explain your process(es).

There is an appointed committee.

> 2. Does the department chair/head participate in the deliberations of the elected, peer evaluation group during faculty merit evaluations?

> Yes No

If you answered "no", please explain your process(es).

> 3. Does the department chair/head collate scores from the elected, peer evaluation group during the faculty merit evaluations?

> Yes No

If you answered "no", please explain your process(es).

> 4. Does the department chair/head render an evaluation during the faculty merit evaluation

> Yes No

If you answered "no", please explain your process(es).

If you answered "yes", please explain the relative weighting of the chair's

score to that of

> the faculty peer review committee.

Department Head uses the Scholarship Committee scores as a guide to determine salary increases

> 5. Does the department have a formal compensation/merit evaluation policy?

> Yes No

If you answered "no", please explain your process(es).

> 6. Does your department annually vote on the process(es) and criteria for faculty merit evaluations?

> Yes No

If you answered "no", please explain what you do.

The Evaluation Committee establishes the criteria for faculty merit evaluations. The criteria established and approved by the entire Faculty.

> 7. Who makes the final decision on the actual amount of merit pay awarded in faculty merit evaluations?

> Faculty peer Chair/Head Other
(please define)

If you answered "Chair/Head" or "Other", please explain how merit evaluations

from the
> faculty peer evaluation group are used in your process(es).

The Department Head uses the Committee scores to determine the amount of merit pay for each member.

> 8. Does the available pool (not the source) of dollars available for annual faculty merit distribution vary
> depending on how a faculty member's appointment is funded? [e.g. state \$, grant \$, clinic other \$]

> Yes No
> If you answered "yes", please explain what occurs.

Faculty with grant dollars who meet merit criteria can use their grant dollars to give themselves increase beyond what is available in the O&M pool.

> 9. Are the faculty aware of the available pool of money to be allocated to merit salary in in this
> department? [e.g. dollars as a % of current pay, gross
> dollars, etc.]

> Yes No
> If you answered "no", please explain what they are told about available \$.

> 10. Does the presence of a research grant containing salary dollars influence what might be available for awarding
> to individual faculty at annual merit distribution deliberations? [e.g. 3% average increase suggested by central
> administration, but grant contains 2% or 4% increase on that portion of the involved individual salary]

> Yes No
> If you answered "yes", please explain what occurs.

A total increase amount is recommended for each faculty member, of which a specific amount is O&M dollars.

Grant dollars would need to cover the remainder of the recommended increase.

> 11. Does the presence of a practice plan influence what might be available for awarding to individual faculty at
> annual merit distribution deliberations? [e.g. Is the % of an individual's appointment that assigned to clinical
> practice/service treated similarly to what has been suggested by central administration (? are practice
> dollars awarded strictly on the basis of income generation?)

> Yes No
> If you answered "yes", please explain what occurs.

> 12. Do monies generated from clinical practice endeavors go into the academic department a potentially into a
> merit pool involving those faculty not engaged in clinical practice?

> Yes No
> If you answered "yes", please explain what occurs.

> 13. Do the faculty in the department get a report on how available merit pool dollars were distributed (obviously
> not specifically to whom, but in the anonymous sense "how many faculty got what % raise)?

> Yes No
> If you answered "no", please explain what occurs.

Scoring, by the entire faculty, is based upon performance in research, teaching and service.

> 14. Is the goal to award an "average" of the annually specified percent (as determined by

Administration)

> to an individual's total faculty salary

> [e.g. (? % state \$) + (? % grant salary \$) + (? % contract \$) +
> (? % practice plan\$) = 100% merit increase]?

> _____ Yes No

> If you answered "no", please explain your process(es).

>

> 15. Do you have any "incentive pay" or annual productivity bonuses that are awarded to fac

> _____ Yes No

> If you answered "yes", please explain how these work.

>

> 16. Are you aware of the Faculty Compensation Policy and what it says about how annual mer
evaluations and salary

> determinations are to be conducted?

> _____X_____ Yes _____ No

>

> 17. Do you as Department Chair/Head meet with your faculty individually to explicitly disc
merit

> evaluation and to agree upon mutual expectations for the following academic year?

> _____ Yes _____ No

> If you answered "no", please explain how merit scores are explained and how expecta
workloads, etc.

> are agreed-upon in your department.

>

> 18. Do you as Department Chair/Head use a criteria-based formula to calculate merit scores
individual faculty?

> _____ Yes _____X_____ No

>

> a. If you answered "yes", please indicate the scoring system and explain whether o
is weighted by %

> effort in specific areas (e.g. teaching, research, service, outreach, administration...).

>

> b. If you answered "yes", please indicate whether the scoring system is weighted k
rank (e.g.

> merit points are worth proportionally more at higher ranks).

>

> c. If you answered "no", please indicate how you handle merit scores.

The Department Head uses the Evaluation Committee's scores.

> 19. Are merit \$ awarded on a % of salary basis, a raw dollar basis (e.g. dollars from the
pool regardless

> of annual salary), some combination of % and raw \$, or some other method other?

> _____ % of _____ raw \$ _____X_____ raw & % _____ Other salary from pool

>

> Please explain your process(es).

>

> 20. When and how do you communicate the faculty member's annual salary incremental increas
lack thereof)

> to individual faculty in your department?

By letter.

> 21. When did the merit salary increases for your tenured and tenure-track faculty become e
in your

> department this year? (e.g. When did your faculty see the difference in their gross

> pay?)

> Specify month and year the raises for 1999-2000 FY became effective.

October 1999.

> 22. Are there any problems with the Faculty Compensation Policy that you feel should be ad
by the Senate

> Committee on Faculty Affairs and/or the Faculty Senate?

> Please return this questionnaire to:

senate@mailbox.mail.umn.edu

Horace H. Loh, Ph.D.
Frederick Stark Professor and Head
Department of Pharmacology
6-120 Jackson Hall
University of Minnesota
321 Church Street S.E.
Minneapolis, Minnesota 55455-0217
TEL (612) 626-4460
FAX (612) 625-8408
E-mail: lohxx001@tc.umn.edu

entered by JC

From: Charles F Louis <louis003@maroon.tc.umn.edu>
Date: Wed, 5 Jan 2000 18:55:08 -0600 (CST)
To: University Senate <senate@mailbox.mail.umn.edu>
Subject: Re: Cover letter + survey

Charles F. Louis, Ph.D.
Head,
Department of Biochemistry,
Molecular Biology and Biophysics
University of Minnesota
6-155 Jackson Hall
321 Church Street, S.E.
Minneapolis, MN 55455

Department Tel: 612-625-6100
Lab Office Tel: 612-626-2660; 612-242-3697 [USE ALL TEN NUMBERS]
FAX: 612-625-2163

E-mail: louis003@maroon.tc.umn.edu

On Wed, 5 Jan 2000, University Senate wrote:

>
> January 5, 2000
>
> TO: Department Chairs/Heads, University of Minnesota Academic
> Health Center
>
> FROM: Academic Health Center Finance and Planning Committee:
> Timothy Church, Kathryn Dusenbery, Daniel Feeney (Chair),
> Katherine Johnston (ex officio), Michael Speidel, Patricia
> Tomlinson, and Carol Wells
>
> RE: Questionnaire about annual merit salary determination
> processes in your department
>
>
> In an effort to determine how merit salary awards are calculated across the
> individual departments in the Academic Health Center (AHC), the AHC Finance &
> Planning Committee are asking for your cooperation. We have designed a
> questionnaire that we hope addresses the issues brought to us by the faculty.
> Concerns have been raised about how salary increase dollars are distributed
> including things described as inequities, delays, favoritism, incomplete
> information, and obfuscation. To avoid undue speculation, there is no
> substitute
> for the facts. It is in the interest of obtaining data that this questionnaire
> was developed and is being sent to you.
>
> To respond electronically, complete the questionnaire and press the "reply"
key
> to (senate@mailbox.mail.umn.edu). If you prefer to respond via US/campus mail,
> forward the questionnaire to:
>
> Ms. Vickie Courtney
> University Senate
> 427 Morrill Hall,
> 100 Church Street, SE
> Minneapolis, MN 55455
>
> We're asking that the questionnaire be returned before January 31, 2000.

> The information received will be collated and the results will be published
> in the "Academic Health Center Newsletter". If no response is received,
> you will be contacted ONCE to be sure there has been no unintentional
> oversight. All AHC Departments will be listed with their responses to each
> of the enclosed questions displayed. For those chairs/heads who do not
> respond, a "no response" will be placed next to that question for that
> department in the published materials. There is great interest in this
> data by Senior Vice President Frank Cerra and Associate Vice President
> Katherine Johnston and this effort has their support. Dr. Cerra sent a
> letter to the AHC Deans on 10/21/99 informing them this process was
> occurring.

> Thank you for your cooperation.

> *****

> AHC MERIT PROCESS QUESTIONNAIRE

> from the Academic Health Center Finance and Planning Committee

> This questionnaire is an inquiry regarding the processes involved with merit
> evaluation and annual salary determination across the Academic Health Center
> (AHC). Concerns about 1) the processes of individual faculty merit
evaluations

> 2) the determination of annual faculty merit salary awards, and 3) the
> timeliness of implementation of faculty raises have been brought to the
> attention of the AHC Finance & Planning Committee. Questions below are
> grouped

> by related issues and are intended to assess the status of compensation policy
> compliance within the AHC.

> 1. Does your department use an elected, peer evaluation group to conduct the
> faculty merit evaluations? XX Yes

 No

> If you answered "no", please explain your process(es).

> 2. Does the department chair/head participate in the deliberations of the
> elected, peer evaluation group during faculty merit evaluations?

> Yes XX No

> If you answered "no", please explain your process(es).

> I meet with the committee formally after they have met and scored the
> performance of the faculty as defined in our departmental document that
> specifies how merit is to be evaluated.

> 3. Does the department chair/head collate scores from the elected, peer
> evaluation group during the faculty merit evaluations?

> Yes XX No

> If you answered "no", please explain your process(es).

> I use the scores of the committee in deriving salary decisions

> 4. Does the department chair/head render an evaluation during the faculty
merit

> evaluations?

> Yes XX No

> If you answered "no", please explain your process(es).

> If you answered "yes", please explain the relative weighting of the
> chair's/head's score to that of the faculty peer review committee.

>
>
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>
>
>
> 5. Does the department have a formal compensation/merit evaluation policy?
> Yes
_____ No
> If you answered "no", please explain your process(es).
>
>
>
>
>
> 6. Does your department annually vote on the process(es) and criteria for
> faculty merit evaluations?
> _____ Yes
 No
> If you answered "no", please explain what you do.
>
> This is our 1st year but we plan to update this document annually to
ensure it is effective.
>
>
>
>
> 7. Who makes the final decision on the actual amount of merit pay awarded in
> faculty merit evaluations?
> _____ Faculty peer Chair/Head
_____ Other
> _____ Merit Committee (please define)
> If you answered "Chair/Head" or "Other", please explain how merit
> evaluation scores from the faculty peer evaluation group are used in your
> process(es).
>
> This year raises were based 50% on a \$/percentage point basis (favors
the higher payed faculty) and 50% on a \$/merit point basis (favors the
lower payed faculty).
>
>
>
> 8. Does the available pool (not the source) of dollars available for annual
> faculty merit distribution vary depending on how a faculty member's
appointment
> is funded? [e.g. state \$, grant \$, clinic income \$, other \$]
> _____ Yes
 No
> If you answered "yes", please explain what occurs.
>
>
>
>
>
> 9. Are the faculty aware of the available pool of money to be allocated to
merit
> salary increases in this department? [e.g. dollars as a % of current pay,
gross
> dollars, etc.]
> Yes _____ No
> If you answered "no", please explain what they are told
about
>
>
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>
> 10. Does the presence of a research grant containing salary dollars influence

> what might be available for awarding to individual faculty at annual merit
> distribution deliberations? [e.g. 3% average increase suggested by central
> administration, but grant contains 2% or 4% increase on that portion of the
> involved individual's salary]

> _____ Yes

XX _____ No

> If you answered "yes", please explain what occurs.

>
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>
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>
>

> 11. Does the presence of a practice plan influence what might be available for
> awarding to individual faculty at annual merit distribution deliberations?
> [e.g. Is the % of an individual's appointment that is assigned to clinical
> practice/service treated similarly to what has been suggested by central
> administration (? 3%) or are practice dollars awarded strictly on the basis of
> income generation?]

> _____ Yes

X _____ No

> If you answered "yes", please explain what occurs.

>
> NA
>
>
>

> 12. Do monies generated from clinical practice endeavors go into the academic
> department and potentially into a merit pool involving those faculty not
> engaged
> in clinical practice?

> _____ Yes _____ No

> If you answered "yes", please explain what occurs.

>
> NA
>
>
>
>

> 13. Do the faculty in the department get a report on how available merit pool
> dollars were distributed (obviously not specifically to whom, but in the
> anonymous sense "how many faculty got what % raise)?

> XX _____ Yes

_____ No

> If you answered "no", please explain what occurs.

> They are told what their merit scores were and what the department mean
is.

>
>
>
>

> 14. Is the goal to award an "average" of the annually specified percent (as
> determined by Central Administration) to an individual's total faculty salary
> [e.g. (? % state \$) + (? % grant salary \$) + (? % contract \$) +
> (? % practice plan\$) = 100% merit increase]?

> XX _____ Yes

_____ No

> If you answered "no", please explain your process(es).

>
>
>
>
>

> 15. Do you have any "incentive pay" or annual productivity bonuses that are
> awarded to faculty?

> _____ Yes

No

> If you answered "yes", please explain how these work.

>
> Wish I had

>
>
> 16. Are you aware of the Faculty Compensation Policy and what it says about how

> annual merit evaluations and salary determinations are to be conducted?

> Yes

No

>
>
>
>
>
>
> 17. Do you as Department Chair/Head meet with your faculty individually to
> explicitly discuss their merit evaluation and to agree upon mutual
> expectations

> for the following academic year?

> Yes

No

> If you answered "no ", please explain how merit scores are explained and how
> expectations, workloads, etc. are agreed-upon in your department.

>
>
>
>
>
>
> 18. Do you as Department Chair/Head use a criteria-based formula to calculate
> merit scores for individual faculty?

> Yes

No

>
> a. If you answered "yes", please indicate the scoring system and explain
> whether or not it is weighted by % effort in specific areas (e.g. teaching,
> research, service, outreach, administration...).

> Weighted by research/teaching/service effort of the department

>
> b. If you answered "yes", please indicate whether the scoring system is
> weighted by faculty rank (e.g. merit points are worth proportionally more at
> higher ranks).

> no - but that is why 50% \$/percentage point and 50% \$/merit point was
> used

>
> c. If you answered "no", please indicate how you handle merit scores.

>
>
>
>
>
>
> 19. Are merit \$ awarded on a % of salary basis, a raw dollar basis (e.g.
> dollars

> from the available pool regardless of annual salary), some combination of %
> and

> raw \$, or some other method other?

> _____ % of _____ raw \$ _____ raw & % _____ Other

> salary from pool

> Please explain your process(es).

> see above

> 20. When and how do you communicate the faculty member's annual salary
> incremental increase (or the lack thereof) to individual faculty in your
> department?

> by letter

> 21. When did the merit salary increases for your tenured and tenure-track
> faculty become effective in your department this year? (e.g. When did your
> faculty see the difference in their gross pay?)

> Specify month and year the raises for 1999-2000 FY became effective.

> december because this was our first year at this

> 22. Are there any problems with the Faculty Compensation Policy that you feel
> should be addressed by the Senate Committee on Faculty Affairs and/or the
> Faculty Senate?

> Thank you for your cooperation!

> Please return this questionnaire to:

> senate@mailbox.mail.umn.edu

> or

> Ms. Vickie Courtney
> 427 Morrill Hal,
> 100 Church Street SE
> Minneapolis, MN 55455

> By 1/31/00

> cc: AHC Deans

>
>
>
>
>
> *****
> University Senate Phone: 612-625-9369
> 427 Morrill Hall Fax: 612-626-1609
> 100 Church St SE E-mail: senate@mailbox.mail.umn.edu
> Minneapolis, MN 55455 Web: http://www1.umn.edu/usenate
>
>

entered by JC

From: "Evelyn Vinje" <Evelyn.L.Vinje-1@tc.umn.edu>
Date: Tue, 15 Feb 2000 14:30:30 -0600
To: senate@mailbox.mail.umn.edu
Subject: FW: Cover letter + survey

From: "James H. Moller, MD" <molle002@maroon.tc.umn.edu>
To: Evelyn L Vinje <Evelyn.L.Vinje-1@tc.umn.edu>
Subject: FW: Cover letter + survey
Date: Tue, Feb 15, 2000, 2:04 PM

Can you complete this form with the information which I provide you.
James H. Moller, M.D.--
Professor and Head of Pediatrics

From: "University Senate" <senate@mailbox.mail.umn.edu>
To: George L Adams <adams002@maroon.tc.umn.edu>, Mark V Dahl
<dahlx003@maroon.tc.umn.edu>, Joseph Di Salvo
<Joseph.Di-Salvo-1@tc.umn.edu>, dunnx00@tc.umn.edu, Kathryn E Dusenbery
<dusen001@tc.umn.edu>, Dennis D Dykstra <dykst001@maroon.tc.umn.edu>,
Timothy J Ebner <ebner001@maroon.tc.umn.edu>, faras@gene.med.umn.edu, Leo T
Furcht <furch001@maroon.tc.umn.edu>, ashley@lenti.med.umn.edu, John C
Hulbert <hulbe001@maroon.tc.umn.edu>, jacot001@tc.umn.edu, Jay H Krachmer
<krach001@maroon.tc.umn.edu>, Horace H Loh <lohxx001@maroon.tc.umn.edu>,
Charles F Louis <louis003@maroon.tc.umn.edu>, Robert E Maxwell
<maxwe001@maroon.tc.umn.edu>, James H Moller <molle002@maroon.tc.umn.edu>,
Richard J Palahniuk <palah001@maroon.tc.umn.edu>, Linda C Campbell
<campb013@maroon.tc.umn.edu>, polla@tc.umn.edu, Jonathan I Ravdin
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tweedie@biostat@umn.edu, dvesley@cccs.umn.edu, Susan B Foote
<foote003@tc.umn.edu>, luepker@epi.umn.edu, Trevor R Ames
<amesx001@maroon.tc.umn.edu>, P Jane Armstrong <armst002@maroon.tc.umn.edu>,
Larry D Bjorklund <bjork010@maroon.tc.umn.edu>, James E Collins
<colli002@tc.umn.edu>, Sagar M Goyal <goyal001@maroon.tc.umn.edu>, Jeffrey S
Klausner <klaus001@tc.umn.edu>, Samuel K Maheswaran
<mahes001@maroon.tc.umn.edu>, oswal001@tc.umn.edu, Donald C Plumb
<dcplumb@maroon.tc.umn.edu>, Barbara J Leonard <leona001@maroon.tc.umn.edu>,
Mariah Snyder <snyde002@maroon.tc.umn.edu>, Gary C Anderson
<ander018@maroon.tc.umn.edu>, James R Holtan <holta001@maroon.tc.umn.edu>,
Leslie V Martens <marte001@tc.umn.edu>, William H Douglas
<dougl001@maroon.tc.umn.edu>, aseverso@d.umn.edu, gdavis1@d.umn.edu,
ldrewes@d.umn.edu, lwittmer@d.umn.edu, bcrouse@d.umn.edu,
olukasew@d.umn.edu, path@d.umn.edu, reisenbe@d.umn.edu, rziegler@d.umn.edu,
courtney@mailbox.mail.umn.edu
Subject: Cover letter + survey
Date: Wed, Jan 5, 2000, 11:41 AM

January 5, 2000

TO: Department Chairs/Heads, University of Minnesota Academic
Health Center

FROM: Academic Health Center Finance and Planning Committee:
Timothy Church, Kathryn Dusenbery, Daniel Feeney (Chair),
Katherine Johnston (ex officio), Michael Speidel, Patricia
Tomlinson, and Carol Wells

RE: Questionnaire about annual merit salary determination processes in your department

In an effort to determine how merit salary awards are calculated across the individual departments in the Academic Health Center (AHC), the AHC Finance &

Planning Committee are asking for your cooperation. We have designed a questionnaire that we hope addresses the issues brought to us by the faculty.

Concerns have been raised about how salary increase dollars are distributed including things described as inequities, delays, favoritism, incomplete information, and obfuscation. To avoid undue speculation, there is no substitute for the facts. It is in the interest of obtaining data that this questionnaire was developed and is being sent to you.

To respond electronically, complete the questionnaire and press the "reply" key to (senate@mailbox.mail.umn.edu). If you prefer to respond via US/campus mail, forward the questionnaire to:

Ms. Vickie Courtney
University Senate
427 Morrill Hall,
100 Church Street, SE
Minneapolis, MN 55455

We're asking that the questionnaire be returned before January 31, 2000. The information received will be collated and the results will be published in the "Academic Health Center Newsletter". If no response is received, you will be contacted ONCE to be sure there has been no unintentional oversight. All AHC Departments will be listed with their responses to each of the enclosed questions displayed. For those chairs/heads who do not respond, a "no response" will be placed next to that question for that department in the published materials. There is great interest in this data by Senior Vice President Frank Cerra and Associate Vice President Katherine Johnston and this effort has their support. Dr. Cerra sent a letter to the AHC Deans on 10/21/99 informing them this process was occurring.

Thank you for your cooperation.

AHC MERIT PROCESS QUESTIONNAIRE
from the Academic Health Center Finance and Planning Committee

This questionnaire is an inquiry regarding the processes involved with merit evaluation and annual salary determination across the Academic Health Center (AHC). Concerns about 1) the processes of individual faculty merit evaluations

2) the determination of annual faculty merit salary awards, and 3) the timeliness of implementation of faculty raises have been brought to the attention of the AHC Finance & Planning Committee. Questions below are grouped by related issues and are intended to assess the status of compensation policy compliance within the AHC.

1. Does your department use an elected, peer evaluation group to conduct the faculty merit evaluations? _____ Yes _____X_____ No

If you answered "no", please explain your process(es).

The Department Head meets with each Division Director, reviews the performance of the faculty members in the Division and jointly decide salary level.

2. Does the department chair/head participate in the deliberations of the elected, peer evaluation group during faculty merit evaluations?

Yes No

If you answered "no", please explain your process(es).

We don't have that process.

3. Does the department chair/head collate scores from the elected, peer evaluation group during the faculty merit evaluations?

Yes No

If you answered "no", please explain your process(es).

As above, in #1.

4. Does the department chair/head render an evaluation during the faculty merit evaluations?

Yes No

If you answered "no", please explain your process(es).

If you answered "yes", please explain the relative weighting of the chair s/head s score to that of the faculty peer review committee.

During meetings with Division Heads.

5. Does the department have a formal compensation/merit evaluation policy?

Yes No

If you answered "no", please explain your process(es).

We have established a productivity model to determine faculty salary.

6. Does your department annually vote on the process(es) and criteria for faculty merit evaluations?

Yes No

If you answered "no", please explain what you do.

7. Who makes the final decision on the actual amount of merit pay awarded in faculty merit evaluations?

Faculty peer Chair/Head Other
Merit Committee (please define)

If you answered "Chair/Head" or "Other", please explain how merit evaluation scores from the faculty peer evaluation group are used in your process(es).

8. Does the available pool (not the source) of dollars available for annual faculty merit distribution vary depending on how a faculty member's appointment is funded? [e.g. state \$, grant \$, clinic income \$, other \$]
_____ Yes X No
If you answered "yes", please explain what occurs.

9. Are the faculty aware of the available pool of money to be allocated to merit salary increases in this department? [e.g. dollars as a % of current pay, gross dollars, etc.]
 X Yes _____ No
If you answered "no", please explain what they are told about available \$.

10. Does the presence of a research grant containing salary dollars influence what might be available for awarding to individual faculty at annual merit distribution deliberations? [e.g. 3% average increase suggested by central administration, but grant contains 2% or 4% increase on that portion of the involved individual's salary]
_____ Yes X No
If you answered "yes", please explain what occurs.

11. Does the presence of a practice plan influence what might be available for awarding to individual faculty at annual merit distribution deliberations? [e.g. Is the % of an individual's appointment that is assigned to clinical practice/service treated similarly to what has been suggested by central administration (? 3%) or are practice dollars awarded strictly on the basis of income generation?]
_____ Yes X No
If you answered "yes", please explain what occurs.

12. Do monies generated from clinical practice endeavors go into the academic department and potentially into a merit pool involving those faculty not engaged in clinical practice?
 X Yes _____ No
If you answered "yes", please explain what occurs.

The practice money goes into a pool, and is distributed partly according to clinical productivity and partly to merit.

13. Do the faculty in the department get a report on how available merit pool dollars were distributed (obviously not specifically to whom, but in the anonymous sense "how many faculty got what % raise)?

Yes No

If you answered "no", please explain what occurs.

The average and range are given.

14. Is the goal to award an "average" of the annually specified percent (as determined by Central Administration) to an individual's total faculty salary

[e.g. (? % state \$) + (? % grant salary \$) + (? % contract \$) + (? % practice plan\$) = 100% merit increase]?

Yes No

If you answered "no", please explain your process(es).

15. Do you have any "incentive pay" or annual productivity bonuses that are awarded to faculty?

Yes No

If you answered "yes", please explain how these work.

16. Are you aware of the Faculty Compensation Policy and what it says about how annual merit evaluations and salary determinations are to be conducted?

Yes No

17. Do you as Department Chair/Head meet with your faculty individually to explicitly discuss their merit evaluation and to agree upon mutual expectations for the following academic year?

Yes No

If you answered "no", please explain how merit scores are explained and how expectations, workloads, etc. are agreed-upon in your department.

Done through our 13 Division Heads.

18. Do you as Department Chair/Head use a criteria-based formula to calculate merit scores for individual faculty?

Yes No

a. If you answered "yes", please indicate the scoring system and explain

whether or not it is weighted by % effort in specific areas (e.g. teaching, research, service, outreach, administration...).

b. If you answered "yes", please indicate whether the scoring system is weighted by faculty rank (e.g. merit points are worth proportionally more at higher ranks).

c. If you answered "no", please indicate how you handle merit scores.

19. Are merit \$ awarded on a % of salary basis, a raw dollar basis (e.g. dollars from the available pool regardless of annual salary), some combination of % and raw \$, or some other method other?
_____ % of _____ raw \$ _____ raw & % _____ Other
 salary from pool

Please explain your process(es).

20. When and how do you communicate the faculty member s annual salary incremental increase (or the lack thereof) to individual faculty in your department?

By letter at beginning of fiscal year.

21. When did the merit salary increases for your tenured and tenure-track faculty become effective in your department this year? (e.g. When did your faculty see the difference in their gross pay?)

Specify month and year the raises for 1999-2000 FY became effective.

7/99

22. Are there any problems with the Faculty Compensation Policy that you feel should be addressed by the Senate Committee on Faculty Affairs and/or the

Faculty Senate?

No.

Thank you for your cooperation!

Please return this questionnaire to:

senate@mailbox.mail.umn.edu

or

Ms. Vickie Courtney
427 Morrill Hall,
100 Church Street SE
Minneapolis, MN 55455

By 1/31/00

cc: AHC Deans

University Senate Phone: 612-625-9369
427 Morrill Hall Fax: 612-626-1609
100 Church St SE E-mail: senate@mailbox.mail.umn.edu
Minneapolis, MN 55455 Web: <http://www1.umn.edu/usenate>

entered by VC

University Senate, 11:41 AM 1/5/00 -, Cover letter + survey

TO: Department Chairs/Heads, University of Minnesota Academic Health Center

FROM: Academic Health Center Finance and Planning Committee:
Timothy Church, Kathryn Dusenbery, Daniel Feeney (Chair),
Katherine Johnston (ex officio), Michael Speidel, Patricia Tomlinson, and Carol Wells

RE: Questionnaire about annual merit salary determination processes in your department

In an effort to determine how merit salary awards are calculated across the individual departments in the Academic Health Center (AHC), the AHC Finance & Planning Committee are asking for your cooperation. We have designed a questionnaire that we hope addresses the issues brought to us by the faculty. Concerns have been raised about how salary increase dollars are distributed including things described as inequities, delays, favoritism, incomplete information, and obfuscation. To avoid undue speculation, there is no substitute for the facts. It is in the interest of obtaining data that this questionnaire was developed and is being sent to you.

To respond electronically, complete the questionnaire and press the "reply" key to (senate@mailbox.mail.umn.edu). If you prefer to respond via US/campus mail, forward the questionnaire to:

Ms. Vickie Courtney
University Senate
427 Morrill Hall,
100 Church Street, SE
Minneapolis, MN 55455

We're asking that the questionnaire be returned before January 31, 2000. The information received will be collated and the results will be published in the "Academic Health Center Newsletter". If no response is received, you will be contacted ONCE to be sure there has been no unintentional oversight. All AHC Departments will be listed with their responses to each of the enclosed questions displayed. For those chairs/heads who do not respond, a "no response" will be placed next to that question for that department in the published materials. There is great interest in this data by Senior Vice President Frank Cerra and Associate Vice President Katherine Johnston and this effort has their support. Dr. Cerra sent a letter to the AHC Deans on 10/21/99 informing them this process was occurring.

Thank you for your cooperation.

AHC MERIT PROCESS QUESTIONNAIRE
from the Academic Health Center Finance and Planning Committee

This questionnaire is an inquiry regarding the processes involved with merit evaluation and annual salary determination across the Academic Health Center (AHC). Concerns about 1) the processes of individual faculty merit evaluations 2) the determination of annual faculty merit salary awards, and 3) the timeliness of implementation of faculty raises have been brought to the attention of the AHC Finance & Planning Committee. Questions below are grouped by related issues and are intended to assess the status of compensation policy compliance within the AHC.

1. Does your department use an elected, peer evaluation group to conduct the faculty merit evaluations? _____ Yes

No

If you answered "no", please explain your process(es).

2. Does the department chair/head participate in the deliberations of the elected, peer evaluation group during faculty merit evaluations?

_____ Yes _____ No
If you answered "no", please explain your process(es).

N/A

3. Does the department chair/head collate scores from the elected, peer evaluation group during the faculty merit evaluations?

_____ Yes _____ No
If you answered "no", please explain your process(es).

N/A

4. Does the department chair/head render an evaluation during the faculty merit evaluations?

Yes _____ No
If you answered "no", please explain your process(es).
If you answered "yes", please explain the relative weighting of the

chair's/head's score to that of the faculty peer review committee.

100%

5. Does the department have a formal compensation/merit evaluation policy?

_____ Yes No
If you answered "no", please explain your process(es).

6. Does your department annually vote on the process(es) and criteria for faculty merit evaluations?

_____ Yes No
If you answered "no", please explain what you do.

7. Who makes the final decision on the actual amount of merit pay awarded in faculty merit evaluations?

_____ Faculty peer Chair/Head _____ Other
Merit Committee

(please define)

If you answered "Chair/Head" or "Other", please explain how merit evaluation scores from the faculty peer evaluation group are used in your process(es).

8. Does the available pool (not the source) of dollars available for annual faculty merit distribution vary depending on how a faculty member's appointment is funded? [e.g. state \$, grant \$, clinic income \$, other \$]

_____ Yes No
If you answered "yes", please explain what occurs.

9. Are the faculty aware of the available pool of money to be allocated to merit salary increases in this department? [e.g. dollars as a % of current pay, gross dollars, etc.]

_____ Yes No
If you answered "no", please explain what they are told about available \$.

10. Does the presence of a research grant containing salary dollars influence what might be available for awarding to individual faculty at annual merit distribution deliberations? [e.g. 3% average increase suggested by central administration, but grant contains 2% or 4% increase on that portion of the involved individual's salary]

_____ Yes No
If you answered "yes", please explain what occurs.

11. Does the presence of a practice plan influence what might be available for awarding to individual faculty at annual merit distribution deliberations? [e.g. Is the % of an individual's appointment that is assigned to clinical

practice/service treated similarly to what has been suggested by central administration (? 3%) or are practice dollars awarded strictly on the basis of income generation?]

_____ Yes No
If you answered "yes", please explain what occurs.

12. Do monies generated from clinical practice endeavors go into the academic department and potentially into a merit pool involving those faculty not engaged in clinical practice?

_____ Yes No
If you answered "yes", please explain what occurs.

13. Do the faculty in the department get a report on how available merit pool dollars were distributed (obviously not specifically to whom, but in the anonymous sense "how many faculty got what % raise)?

Yes No
If you answered "no", please explain what occurs.

14. Is the goal to award an "average" of the annually specified percent (as determined by Central Administration) to an individual's total faculty salary [e.g. (? % state \$) + (? % grant salary \$) + (? % contract \$) + (? % practice plan\$) = 100% merit increase)?

Yes No
If you answered "no", please explain your process(es).

15. Do you have any "incentive pay" or annual productivity bonuses that are awarded to faculty?

Yes No
If you answered "yes", please explain how these work.

16. Are you aware of the Faculty Compensation Policy and what it says about how annual merit evaluations and salary determinations are to be conducted?

Yes No

17. Do you as Department Chair/Head meet with your faculty individually to explicitly discuss their merit evaluation and to agree upon mutual expectations for the following academic year?

Yes No
If you answered "no", please explain how merit scores are explained and how expectations, workloads, etc. are agreed-upon in your department.

18. Do you as Department Chair/Head use a criteria-based formula to calculate merit scores for individual faculty?

Yes No

a. If you answered "yes", please indicate the scoring system and explain whether or not it is weighted by % effort in specific areas (e.g. teaching, research, service, outreach, administration...).

b. If you answered "yes", please indicate whether the scoring system is weighted by faculty rank (e.g. merit points are worth proportionally more at higher ranks).

c. If you answered "no", please indicate how you handle merit scores.

all merit increases are awarded based on percent of effort toward academic pursuits and based on an attempt to make academic salaries more equitable

19. Are merit \$ awarded on a % of salary basis, a raw dollar basis (e.g. dollars from the available pool regardless of annual salary), some combination of % and raw \$, or some other method other?

_____ % of salary _____ raw \$ from pool raw & % _____ Other

Please explain your process(es).

20. When and how do you communicate the faculty member's annual salary incremental increase (or the lack thereof) to individual faculty in your department?

By letter as soon as increases are approved.

21. When did the merit salary increases for your tenured and tenure-track faculty become effective in your department this year? (e.g. When did your faculty see the difference in their gross pay?)

Specify month and year the raises for 1999-2000 FY became effective.

When the University processed the recommendations from the Department Head.

22. Are there any problems with the Faculty Compensation Policy that you feel should be addressed by the Senate Committee on Faculty Affairs and/or the Faculty Senate?

No

Thank you for your cooperation!

Please return this questionnaire to:

senate@mailbox.mail.umn.edu

or

Ms. Vickie Courtney
427 Morrill Hal,
100 Church Street SE
Minneapolis, MN 55455

By 1/31/00

cc: AHC Deans

University Senate Phone: 612-625-9369
427 Morrill Hall Fax: 612-626-1609
100 Church St SE E-mail: senate@mailbox.mail.umn.edu
Minneapolis, MN 55455 Web: <http://www1.umn.edu/usenate>

entered by VC

UNIVERSITY OF MINNESOTA

Twin Cities Campus

Department of Neurology
Medical School

Box 295
420 Delaware Street S.E.
Minneapolis, MN 55455-0323
612-625-9900
Fax: 612-625-7950

FAX TRANSMITTAL COVER SHEET

Please deliver the following 5 (including cover sheet) pages to:

TO: Ms. Vickie Courtney Fax # 626-1609
Tel # _____

FROM: David Knopman, M.D.
Professor and Interim Head
Department of Neurology
Tel. # 612-625-1139
Fax # 612-625-4195

DATE: 2/01/00

If you do not receive all of the pages please call
Linda Campbell at 612:624-1903.

(Hard copy will/will not follow by mail)

Message:

This questionnaire is an inquiry regarding the processes involved with merit evaluation and annual salary determination across the Academic Health Center (AHC). Concerns about 1) the processes of individual faculty merit evaluations 2) the determination of annual faculty merit salary awards, and 3) the timeliness of implementation of faculty raises have been brought to the attention of the AHC Finance & Planning Committee. Questions below are grouped by related issues and are intended to assess the status of compensation policy compliance within the AHC.

1. Does your department use an elected, peer evaluation group to conduct the faculty merit evaluations? _____ Yes X No

If you answered "no", please explain your process(es).

The department uses a financial management process in which productivity is evaluated in a uniform manner across the dept. The chair in consultation with the faculty member and in context of overall department finances recommend to the Dean the compensation for each faculty member. Merit evaluation is part of the peer review for promotion & tenure.

2. Does the department chair/head participate in the deliberations of the elected, peer evaluation group during faculty merit evaluations? _____ Yes X No

If you answered "no", please explain your process(es).

3. Does the department chair/head collate scores from the elected, peer evaluation group during the faculty merit evaluations? _____ Yes _____ No

If you answered "no", please explain your process(es).

see above

4. Does the department chair/head render an evaluation during the faculty merit evaluations? _____ Yes _____ No

If you answered "no", please explain your process(es).

If you answered "yes", please explain the relative weighting of the chair's/head's score to that of the faculty peer review committee.

see above

5. Does the department have a formal compensation/merit evaluation policy? X Yes _____ No

If you answered "no", please explain your process(es).

6. Does your department annually vote on the process(es) and criteria for faculty merit evaluations? X Yes _____ No

If you answered "no", please explain what you do.

The faculty vote on the compensation plan used each year.

[Fwd: Cover letter + survey]

7. Who makes the final decision on the actual amount of merit pay awarded in faculty merit evaluations?

_____ Faculty peer X Chair/Head
Merit Committee

If you answered "Chair/Head" or "Other", please explain how merit evaluation scores from the faculty peer evaluation group are used in your process(es).

8. Does the available pool (not the source) of dollars available for annual faculty merit distribution vary depending on how a faculty member's appointment is funded? [e.g. state \$, grant \$, clinic income \$, other \$]

X Yes _____ No

If you answered "yes", please explain what occurs.

Faculty in the development phase of their careers, usually the first two years, have funding supported by the medical school and through a redistribution of clinical earnings of the group.

9. Are the faculty aware of the available pool of money to be allocated to merit salary increases in this department? [e.g. dollars as a % of current pay, gross dollars, etc.]

X Yes _____ No

If you answered "no", please explain what they are told about available

10. Does the presence of a research grant containing salary dollars influence what might be available for awarding to individual faculty at annual merit distribution deliberations? [e.g. 3% average increase suggested by central administration, but grant contains 2% or 4% increase on that portion of the involved individual's salary]

X Yes _____ No

If you answered "yes", please explain what occurs.

Part of total salary based on NIH cap.

11. Does the presence of a practice plan influence what might be available for awarding to individual faculty at annual merit distribution deliberations? [e.g. Is the % of an individual's appointment that is assigned to clinical practice/service treated similarly to what has been suggested by central administration (? 3%) or are practice dollars awarded strictly on the basis of income generation?]

X Yes _____ No

If you answered "yes", please explain what occurs.

The Department of Dermatology uses the same productivity methodology for compensation as does the Department of Medicine, and the Department of Neurology. ~ 120 faculty

12. Do monies generated from clinical practice endeavors go into the academic department and potentially into a merit pool involving those faculty not engaged in clinical practice?

X Yes _____ No

If you answered "yes", please explain what occurs.

used mostly to support administrative needs as it is the only general unrestricted funds available to the Department.

[Fwd: Cover letter + survey]

13. Do the faculty in the department get a report on how available merit pool dollars were distributed (obviously not specifically to whom, but in the anonymous sense: "how many faculty got what % raise)?

X Yes _____ No

If you answered "no", please explain what occurs.

14. Is the goal to award an "average" of the annually specified percent (as determined by Central Administration) to an individual's total faculty salary [e.g. (? % state \$) + (? % grant salary \$) + (? % contract \$) + (? % practice plan\$) = 100% merit increase]?

_____ Yes X No

If you answered "no", please explain your process(es).

15. Do you have any "incentive pay" or annual productivity bonuses that are awarded to faculty?

X Yes _____ No

If you answered "yes", please explain how these work.

Based on individual changes to productivity during the year and the overall performance of the department.

16. Are you aware of the Faculty Compensation Policy and what it says about how annual merit evaluations and salary determinations are to be conducted?

X Yes _____ No

17. Do you as Department Chair/Head meet with your faculty individually to explicitly discuss their merit evaluation and to agree upon mutual expectations for the following academic year?

X Yes _____ No

If you answered "no", please explain how merit scores are explained. Expectations, workloads, etc. are agreed-upon in your department.

18. Do you as Department Chair/Head use a criteria-based formula to calculate merit scores for individual faculty?

X Yes _____ No

a. If you answered "yes", please indicate the scoring system and explain whether or not it is weighted by % effort in specific areas (e.g. teaching, research, service, outreach, administration...).

based on remunerated effort in research, teaching, clinical activity, administration & other

[Fwd: Cover letter + survey]

b. If you answered "yes", please indicate whether the scoring system is weighted by faculty rank (e.g. merit points are worth proportionally more at higher ranks).

c. If you answered "no", please indicate how you handle merit scores.

19. Are merit awards awarded on a % of salary basis, a raw dollar basis (e.g. dollars from the available pool regardless of annual salary), some combination of % and raw \$, or some other method other?

_____ % of _____ raw \$ _____ raw & % _____ X Other
salary from pool

Please explain your process(es). *Combination*

20. When and how do you communicate the faculty member's annual salary incremental increase (or the lack thereof) to individual faculty in your department? *once a year during the annual fiscal budget planning process.*

21. When did the merit salary increases for your tenured and tenure-track faculty become effective in your department this year? (e.g. When did your faculty see the difference in their gross pay?)

Specify month and year the raises for 1999-2000 FY became effective.

Effective 7/1/99 - received in Sept '99 paycheck

22. Are there any problems with the Faculty Compensation Policy that you feel should be addressed by the Senate Committee on Faculty Affairs and/or the Faculty Senate?

In the Neurology department, there are individuals who are grossly underproductive. The tenure-required base-salary support for these individuals bleeds our resources, and we have no recourse for dealing with them in a timely manner.

entered by UC

From: Jonathan I Ravdin <Jonathan.I.Ravdin-1@tc.umn.edu>
Date: Thu, 06 Jan 2000 10:11:16 -0600
To: "University Senate" <senate@mailbox.mail.umn.edu>
Subject: Re: Cover letter + survey

At 11:41 AM 1/5/00 -0600, you wrote:

>
>January 5, 2000
>
>TO: Department Chairs/Heads, University of Minnesota Academic
> Health Center
>
>FROM: Academic Health Center Finance and Planning Committee:
> Timothy Church, Kathryn Dusenbery, Daniel Feeney (Chair),
> Katherine Johnston (ex officio), Michael Speidel, Patricia
> Tomlinson, and Carol Wells
>
>RE: Questionnaire about annual merit salary determination
> processes in your department
>
>
>In an effort to determine how merit salary awards are calculated across the
>individual departments in the Academic Health Center (AHC), the AHC
Finance &
>Planning Committee are asking for your cooperation. We have designed a
>questionnaire that we hope addresses the issues brought to us by the
faculty.
>Concerns have been raised about how salary increase dollars are distributed
>including things described as inequities, delays, favoritism, incomplete
>information, and obfuscation. To avoid undue speculation, there is no
substitute
>for the facts. It is in the interest of obtaining data that this
questionnaire
>was developed and is being sent to you.
>
>To respond electronically, complete the questionnaire and press the
"reply" key
>to (senate@mailbox.mail.umn.edu). If you prefer to respond via US/campus
mail,
>forward the questionnaire to:
>
>Ms. Vickie Courtney
>University Senate
>427 Morrill Hall,
>100 Church Street, SE
>Minneapolis, MN 55455
>
>We're asking that the questionnaire be returned before January 31, 2000.
>The information received will be collated and the results will be published
>in the "Academic Health Center Newsletter". If no response is received,
>you will be contacted ONCE to be sure there has been no unintentional
>oversight. All AHC Departments will be listed with their responses to each
>of the enclosed questions displayed. For those chairs/heads who do not
>respond, a "no response" will be placed next to that question for that
>department in the published materials. There is great interest in this
>data by Senior Vice President Frank Cerra and Associate Vice President
>Katherine Johnston and this effort has their support. Dr. Cerra sent a
>letter to the AHC Deans on 10/21/99 informing them this process was
>occurring.
>
>Thank you for your cooperation.
>
>
>*****
>AHC MERIT PROCESS QUESTIONNAIRE
>from the Academic Health Center Finance and Planning Committee

>
>
>This questionnaire is an inquiry regarding the processes involved with merit
>evaluation and annual salary determination across the Academic Health Center
>(AHC). Concerns about 1) the processes of individual faculty merit
evaluations
>2) the determination of annual faculty merit salary awards, and 3) the
>timeliness of implementation of faculty raises have been brought to the
>attention of the AHC Finance & Planning Committee. Questions below are
grouped
>by related issues and are intended to assess the status of compensation
policy
>compliance within the AHC.

>
>1. Does your department use an elected, peer evaluation group to conduct
the
>faculty merit evaluations? _____ Yes _____No_ No
> If you answered "no", please explain your process(es).

>
> WE HAVE PEER REVIEW FOR PROMOTION AND TENURE CONSIDERATIONS, FOR ACADEMIC
CAREER DEVELOPMENT PLANS, FOR VARIOUS MECHANISMS OF REWARD FOR
EDUCATION, RESERACH AND CLINICAL EXCELLENCE, HOWEVER THE DETERMINATION OF
COMPENSATION IS VIA A ANNUAL FINANCIAL MANAGEMENT PROCESS IN WHICH
PRODUCTIVITY IS EVALUATED IN A UNIFORM MANNER ACROSS THE DEPARTMENT AND THE
DIVISION DIRECTOR AND CHAIR IN CONSULTATION WITH THE FACULTY MEMBER AND IN
CONTEXT OF OVERALL DEPARTMENTAL FINANCES RECCOMEND TO THE DEAN COMPENSATION
LEVEL FOR EACH FACULTY MEMBER. REMEMBER THAT ONLY 6% OF OUR TOTAL BUDGET
AND LESS THAN 10% OF FACULTY COMPENSATION COMES FROM STATE FUNDS IN THE
DEPARTMENT OF MEDICINE, THEREFORE ANNUAL UNIVERSITY-BASED PROCESSES FOR
MERIT RAISES ARE IRRELEVANT IN REGARDS TO THE TOTAL ANNUAL COMPENSATION OF
OUR FACULTY.

>
>
>
>2. Does the department chair/head participate in the deliberations of the
>elected, peer evaluation group during faculty merit evaluations?
> X Yes _____ No
> If you answered "no", please explain your process(es).

>
>
>
>SEE ABOVE

>
>3. Does the department chair/head collate scores from the elected, peer
>evaluation group during the faculty merit evaluations?
> _____ Yes _____ No
> If you answered "no", please explain your process(es).

>
>
>
>SEE ABOVE

>
>4. Does the department chair/head render an evaluation during the faculty
merit
>evaluations?
> X Yes _____ No
> If you answered "no", please explain your process(es).
> If you answered "yes", please explain the relative weighting of the
> chair's/head's score to that of the faculty peer review committee.

>
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>
>5. Does the department have a formal compensation/merit evaluation policy?
> X Yes _____ No

> If you answered "no", please explain your process(es).

>
>
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>
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>

>6. Does your department annually vote on the process(es) and criteria for
>faculty merit evaluations?

> _____ Yes No

> If you answered "no", please explain what you do.

>

>WE CURRENTLY HAVE 98 FACULTY IN THE DEPARTMENT OF MEDICINE. TWO LEADERSHIP
GROUPS, THE EXECUTIVE ADVISORY COMMITTEE CONSISTING OF DIVISION DIRECTORS AND
VICE CHAIRS--13FACULTY, AND THE CLINICAL SERVICE UNIT BOARD OF
GOVERNERS--CONSISTING OF TEN FACULTY ELECTED AT LARGE BY THE DEPARTMENT
FACULTY PLUS MYSELF AND THE VICE CHAIR OF CLINICAL AFFAIRS, REVIEW, ADVISE
AND APPROVE THE COMPENSATION PLAN EACH YEAR.

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>

>7. Who makes the final decision on the actual amount of merit pay awarded in
>faculty merit evaluations?

> _____ Faculty peer Chair/Head + DIVISION HEAD _____ Other
> Merit Committee (please define)

> If you answered "Chair/Head" or "Other", please explain how merit
>evaluation scores from the faculty peer evaluation group are used in your
>process(es).

>
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>

>8. Does the available pool (not the source) of dollars available for annual
>faculty merit distribution vary depending on how a faculty member's
appointment

>is funded? [e.g. state \$, grant \$, clinic income \$, other \$]

> Yes _____ No

> If you answered "yes", please explain what occurs.

>

>FACULTY IN DEVELOPMENT PHASE OF THEIR CAREERS--USUALLY FIRST THREE YEARS--
HAVE GAURENTED COMPENSATION AND ARE FUNDED FROM DEVELOPMENT DOLLARS--MMF OR
DEPARTMENT OR MEDICAL SCHOOL-- OTHERS DEPEND SOLELY ON THE REVENUE THEY
GENERATE FROM GRANTS, CLINICAL ACTIVITY, EDUCATIONAL EFFORTS ETC. AND
POOLED RESOURCES IN DIVSIONS AND THE DEPARTMENT SUCH AS ICR RETURN.

>
>
>

>9. Are the faculty aware of the available pool of money to be allocated to
merit

>salary increases in this department? [e.g. dollars as a % of current pay,
gross
>dollars, etc.]

> Yes _____ No

> If you answered "no", please explain what they are told about available \$.

>

>ALL FINANCES ARE COMPLETLY DISCLOSED TO THE FACULTY AT A DEPARTMENT,
DIVISION AND INDIVIDUAL LEVEL. THIS IS AN OPEN BOOK APPROACH WITH ONLY
INDIVIDUAL COMP LEVELS KEEP CONFIDENTIAL TO THE DEGREE POSSIBLE.

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>

>10. Does the presence of a research grant containing salary dollars
influence

>what might be available for awarding to individual faculty at annual merit

>distribution deliberations? [e.g. 3% average increase suggested by central
>administration, but grant contains 2% or 4% increase on that portion of the
>involved individual's salary]

> Yes No

> If you answered "yes", please explain what occurs.

>PART OF TOTAL REVENUE BASE UP TO NIH CAP>

>11. Does the presence of a practice plan influence what might be available
for

>awarding to individual faculty at annual merit distribution deliberations?

>[e.g. Is the % of an individual's appointment that is assigned to clinical

>practice/service treated similarly to what has been suggested by central
>administration (? 3%) or are practice dollars awarded strictly on the
basis of

>income generation?]

> Yes No

> If you answered "yes", please explain what occurs.

>SEE ABOVE, IF INTERESTED I WOULD BE HAPPY TO PRESENT OUR RATHER EXTENSIVE
FINANCIAL MANAGEMENT AND COMPENSATION MODELS TO A WORKING GROUP AS IT
CANNOT BE GLEANED FROMN E-MAIL.

>12. Do monies generated from clinical practice endeavors go into the
academic

>department and potentially into a merit pool involving those faculty not
engaged

>in clinical practice?

> Yes No

> If you answered "yes", please explain what occurs.

>MORE FOR SUPPORT OF ADMINISTRATIVE NEEDS THAT SALARY

>13. Do the faculty in the department get a report on how available merit
pool

>dollars were distributed (obviously not specifically to whom, but in the
>anonymous sense "how many faculty got what % raise)?

> Yes No

> If you answered "no", please explain what occurs.

>14. Is the goal to award an "average" of the annually specified percent (as
>determined by Central Administration) to an individual's total faculty
salary

> [e.g. (? % state \$) + (? % grant salary \$) + (? % contract \$) +
> (? % practice plan\$) = 100% merit increase]?

> Yes No

> If you answered "no", please explain your process(es).

>MERIT -BASED COMPENSATION AND PRODUCTIVITY -BASED NOT EQUAL ACROSS THE
BOARD REGARDLESS OF PRODUCTIVITY AND INCREASES ARE VARIABLE BUT BASED ON
EQUALLY APPLIED POLICIES.

>
>15. Do you have any "incentive pay" or annual productivity bonuses that are
>awarded to faculty?
> Yes No
> If you answered "yes", please explain how these work.
>
>RESEARCH INCENTIVE BASED ON >60% EFFORT FUNDED AND DIRECT COSTS>100K,
>EDUCATION INCENTIVE BASED ON EXCELLENCE AND EFFORT, CLINICAL BASED ON
>EXCELLENCE AND EFFORT.
>
>
>
>16. Are you aware of the Faculty Compensation Policy and what it says
about how
>annual merit evaluations and salary determinations are to be conducted?

> Yes No
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>
>
>17. Do you as Department Chair/Head meet with your faculty individually to
>explicitly discuss their merit evaluation and to agree upon mutual
expectations
>for the following academic year?
> Yes No
> If you answered "no ", please explain how merit scores are explained and
how
>expectations, workloads, etc. are agreed-upon in your department.
>
>
>DIVISION HEADS DO.
>
>
>
>18. Do you as Department Chair/Head use a criteria-based formula to
calculate
>merit scores for individual faculty?
> Yes No
>
> a. If you answered "yes", please indicate the scoring system and explain

>whether or not it is weighted by % effort in specific areas (e.g.
teaching,
>research, service, outreach, administration...)).
>
>SEE ABOVE AND BASED ON REVENUE GENERATED
>
>
> b. If you answered "yes", please indicate whether the scoring system is

>weighted by faculty rank (e.g. merit points are worth proportionally more
at
>higher ranks).
>
>COMPARE TO AAMC LEVEL FOR RANK AND DO ADJUST FOR INCREASE IN RANK BUT NOT
FOR SUBSEQUENT ANNUAL CHANGES.
>
>
> c. If you answered "no", please indicate how you handle merit scores.
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>
>19. Are merit \$ awarded on a % of salary basis, a raw dollar basis (e.g.
dollars
>from the available pool regardless of annual salary), some combination of
>% and
>raw \$, or some other method other?
> _____ % of _____ raw \$ _____ raw & % _____ Other
> _____ salary _____ from pool

> Please explain your process(es).COMBINATION

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>20. When and how do you communicate the faculty member's annual salary
>incremental increase (or the lack thereof) to individual faculty in your
>department?SEE ABOVE, AT LEAST TWO MEETINGS WITH DIVISION DIRECTOR

>
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>

>21. When did the merit salary increases for your tenured and tenure-track
>faculty become effective in your department this year? (e.g. When did your
>faculty see the difference in their gross pay?)

>
> Specify month and year the raises for 1999-2000 FY became effective.
>9/99

>
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>22. Are there any problems with the Faculty Compensation Policy that you
feel
>should be addressed by the Senate Committee on Faculty Affairs and/or the
>Faculty Senate?

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>

>YES, MORE STATE SUPPORT FOR EDUCATION AND RESEARCH EFFORTS BY MEDICAL
SCHOOL FACULTY AS PER THE REST OF THE UNIVERSITY.>

>
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>

>Thank you for your cooperation!
>
>Please return this questionnaire to:
>
>senate@mailbox.mail.umn.edu

>

>or
>
>Ms. Vickie Courtney
>427 Morrill Hal,
>100 Church Street SE
>Minneapolis, MN 55455

>
>By 1/31/00

>
>cc: AHC Deans

>
>
>
>
>*****

>University Senate	Phone: 612-625-9369
>427 Morrill Hall	Fax: 612-626-1609
>100 Church St SE	E-mail: senate@mailbox.mail.umn.edu
>Minneapolis, MN 55455	Web: http://www1.umn.edu/usenate

>
>
>
Jonathan I. Ravdin, M.D.
Nesbitt Professor and Chairman
Department of Medicine
University of Minnesota School of Medicine
(612) 625-4162 Fax: (612) 626-3055

entered by Jc

From: "Marc F. Swiontkowski, M.D." <swion001@tc.umn.edu>
Date: Wed, 05 Jan 2000 12:10:12 -0600
To: "University Senate" <senate@mailbox.mail.umn.edu>
Subject: Re: Cover letter + survey

see *** below
for Department of Orthopaedic Surgery

At 11:41 AM 1/5/2000 -0600, you wrote:

>
>January 5, 2000
>
>TO: Department Chairs/Heads, University of Minnesota Academic
> Health Center
>
>FROM: Academic Health Center Finance and Planning Committee:
> Timothy Church, Kathryn Dusenbery, Daniel Feeney (Chair),
> Katherine Johnston (ex officio), Michael Speidel, Patricia
> Tomlinson, and Carol Wells
>
>RE: Questionnaire about annual merit salary determination
> processes in your department
>
>

>In an effort to determine how merit salary awards are calculated across the
>individual departments in the Academic Health Center (AHC), the AHC
Finance &

>Planning Committee are asking for your cooperation. We have designed a
>questionnaire that we hope addresses the issues brought to us by the
faculty.

>Concerns have been raised about how salary increase dollars are distributed
>including things described as inequities, delays, favoritism, incomplete
>information, and obfuscation. To avoid undue speculation, there is no
substitute

>for the facts. It is in the interest of obtaining data that this
questionnaire

>was developed and is being sent to you.

>
>To respond electronically, complete the questionnaire and press the
"reply" key
>to (senate@mailbox.mail.umn.edu). If you prefer to respond via US/campus
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>forward the questionnaire to:

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>Ms. Vickie Courtney
>University Senate
>427 Morrill Hall,
>100 Church Street, SE
>Minneapolis, MN 55455
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>in the "Academic Health Center Newsletter". If no response is received,
>you will be contacted ONCE to be sure there has been no unintentional
>oversight. All AHC Departments will be listed with their responses to each
>of the enclosed questions displayed. For those chairs/heads who do not
>respond, a "no response" will be placed next to that question for that
>department in the published materials. There is great interest in this
>data by Senior Vice President Frank Cerra and Associate Vice President
>Katherine Johnston and this effort has their support. Dr. Cerra sent a
>letter to the AHC Deans on 10/21/99 informing them this process was
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>Thank you for your cooperation.
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>AHC MERIT PROCESS QUESTIONNAIRE
>from the Academic Health Center Finance and Planning Committee
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>evaluation and annual salary determination across the Academic Health Center
>(AHC). Concerns about 1) the processes of individual faculty merit
evaluations
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>timeliness of implementation of faculty raises have been brought to the
>attention of the AHC Finance & Planning Committee. Questions below are
grouped
>by related issues and are intended to assess the status of compensation
policy
>compliance within the AHC.

>
>1. Does your department use an elected, peer evaluation group to conduct
the
>faculty merit evaluations? _____ Yes*** _____ No
> If you answered "no", please explain your process(es).

>
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>
>
>
>2. Does the department chair/head participate in the deliberations of the
>elected, peer evaluation group during faculty merit evaluations?
> _____ Yes*** _____ No
> If you answered "no", please explain your process(es).

>
>
>
>
>
>
>3. Does the department chair/head collate scores from the elected, peer
>evaluation group during the faculty merit evaluations?
> _____ Yes _____ No
> If you answered "no", please explain your process(es).

>
>***one on one meeting to discuss with our elected peer group (2 senior
faculty)
>

>
>
>4. Does the department chair/head render an evaluation during the faculty
merit
>evaluations?

> _____ Yes*** _____ No
> If you answered "no", please explain your process(es).
> If you answered "yes", please explain the relative weighting of the
> chair's/head's score to that of the faculty peer review committee.

>
>
>**one third weight (total of three faculty involved)
>

>5. Does the department have a formal compensation/merit evaluation policy?

> _____ Yes*** _____ No
> If you answered "no", please explain your process(es).

>
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>
>
>

>
>6. Does your department annually vote on the process(es) and criteria for
>faculty merit evaluations?
> _____ Yes _____ No
> If you answered "no", please explain what you do.
>
>*** voted on peer evaluation group not the standards- a topic for year 2001
>
>
>
>
>7. Who makes the final decision on the actual amount of merit pay awarded in
>faculty merit evaluations?
> _____ Faculty peer _____ Chair/Head _____ Other
> _____ Merit Committee*** the three individuals described above one of
whom is chair (please define)
> If you answered "Chair/Head" or "Other", please explain how merit
>evaluation scores from the faculty peer evaluation group are used in your
>process(es).
>
>
>
>
>
>8. Does the available pool (not the source) of dollars available for annual
>faculty merit distribution vary depending on how a faculty member's
appointment
>is funded? [e.g. state \$, grant \$, clinic income \$, other \$]
> _____ Yes _____***_____ No
> If you answered "yes", please explain what occurs.
>
>
>
>
>
>9. Are the faculty aware of the available pool of money to be allocated to
merit
>salary increases in this department? [e.g. dollars as a % of current pay,
gross
>dollars, etc.]
> _____ Yes _____***_____ No
> If you answered "no", please explain what they are told about available \$.
>
>that the peer group will meet with chair to decide on merit raise
>
>
>
>
>10. Does the presence of a research grant containing salary dollars
influence
>what might be available for awarding to individual faculty at annual merit
>distribution deliberations? [e.g. 3% average increase suggested by central
>administration, but grant contains 2% or 4% increase on that portion of the
>involved individual's salary]
> _____ Yes _____***_____ No
> If you answered "yes", please explain what occurs.
>
>
>
>
>
>11. Does the presence of a practice plan influence what might be available
for
>awarding to individual faculty at annual merit distribution deliberations?
>[e.g. Is the % of an individual's appointment that is assigned to clinical

>practice/service treated similarly to what has been suggested by central
>administration (? 3%) or are practice dollars awarded strictly on the
basis of
>income generation?]

> _____ Yes _____***_____ No

> If you answered "yes", please explain what occurs.

>
>
>
>
>

>12. Do monies generated from clinical practice endeavors go into the
>academic
>department and potentially into a merit pool involving those faculty not
>engaged
>in clinical practice?

> _____ Yes _____***_____ No

> If you answered "yes", please explain what occurs.

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>

>13. Do the faculty in the department get a report on how available merit
>pool
>dollars were distributed (obviously not specifically to whom, but in the
>anonymous sense "how many faculty got what % raise)?

> _____ Yes _____***_____ No

> If you answered "no", please explain what occurs.

>
>
>
>

>are told what the average is***

>14. Is the goal to award an "average" of the annually specified percent (as
>determined by Central Administration) to an individual's total faculty
salary
> [e.g. (? % state \$) + (? % grant salary \$) + (? % contract \$) +
> (? % practice plan\$) = 100% merit increase]?

> _____ Yes***_____ No

> If you answered "no", please explain your process(es).

>
>
>
>
>

>15. Do you have any "incentive pay" or annual productivity bonuses that are
>awarded to faculty?

> _____ Yes***_____ No

> If you answered "yes", please explain how these work.

>
>
>
>

>Bonuses are based on clinical activity with a 10% component on academic
productivity
>16. Are you aware of the Faculty Compensation Policy and what it says
about how
>annual merit evaluations and salary determinations are to be conducted?

> _____ Yes***_____ No

>
>
>

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>
>
>
>17. Do you as Department Chair/Head meet with your faculty individually to
>explicitly discuss their merit evaluation and to agree upon mutual
>expectations
>for the following academic year?
> _____ Yes _____ No
> If you answered "no ", please explain how merit scores are explained and
>how
>expectations, workloads, etc. are agreed-upon in your department.
>
>*** system just being developed for communicating the results. Plan on
>meeting individually.

>
>
>
>
>18. Do you as Department Chair/Head use a criteria-based formula to
>calculate
>merit scores for individual faculty?
> _____ Yes ____***_____ No
>
> a. If you answered "yes", please indicate the scoring system and explain
>whether or not it is weighted by % effort in specific areas (e.g.
>teaching,
>research, service, outreach, administration...).

>
>
>
>
> b. If you answered "yes", please indicate whether the scoring system is
>weighted by faculty rank (e.g. merit points are worth proportionally more
>at
>higher ranks).

>
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>
>
> c. If you answered "no", please indicate how you handle merit scores.
>
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>

>19. Are merit \$ awarded on a % of salary basis, a raw dollar basis (e.g.
>dollars
>from the available pool regardless of annual salary), some combination of
>% and
>raw \$, or some other method other?
> ____***____ % of _____ raw \$ _____ raw & % _____ Other
> _____ salary _____ from pool
>
> Please explain your process(es).
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>
>20. When and how do you communicate the faculty member's annual salary
>incremental increase (or the lack thereof) to individual faculty in your
>department?
>
>
>
>by letter after the completed review (plan which has not yet been
implemented)
>
>21. When did the merit salary increases for your tenured and tenure-track
>faculty become effective in your department this year? (e.g. When did your
>faculty see the difference in their gross pay?)
>
> Specify month and year the raises for 1999-2000 FY became effective.
>
>
>
>July 1999***
>
>
>
>
>22. Are there any problems with the Faculty Compensation Policy that you
feel
>should be addressed by the Senate Committee on Faculty Affairs and/or the
>Faculty Senate?
>
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>
>***no
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>
>
>Thank you for your cooperation!
>
>Please return this questionnaire to:
>
>senate@mailbox.mail.umn.edu
>
>or
>
>Ms. Vickie Courtney
>427 Morrill Hal,
>100 Church Street SE
>Minneapolis, MN 55455
>
>By 1/31/00
>
>cc: AHC Deans
>
>
>
>
>*****
>University Senate Phone: 612-625-9369

>427 Morrill Hall Fax: 612-626-1609
>100 Church St SE E-mail: senate@mailbox.mail.umn.edu
>Minneapolis, MN 55455 Web: http://www1.umn.edu/usenate
>
>
>

Marc F. Swiontkowski, M.D.
Professor and Head
Univ. of Minnesota Dept. Orthopaedic Surgery
Voice: (612) 625-1177
FAX: (612) 626-6032
Email: swion001@tc.umn.edu

Box 492 Delaware st. SE
Minneapolis, MN
55455

entered by VC

From: Linda Kenny <kenny001@maroon.tc.umn.edu>
Date: Mon, 31 Jan 2000 10:26:56 -0600
To: senate@mailbox.mail.umn.edu
Subject: Re: Fwd: Cover letter + survey

>From William Thompson, M.D.
>Professor and Chair,
>Department of Radiology

>>*****

>>AHC MERIT PROCESS QUESTIONNAIRE
>>from the Academic Health Center Finance and Planning Committee
>>
>>

>>This questionnaire is an inquiry regarding the processes involved with
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>evaluations

>>2) the determination of annual faculty merit salary awards, and 3) the
>>timeliness of implementation of faculty raises have been brought to the
>>attention of the AHC Finance & Planning Committee. Questions below are
>grouped

>>by related issues and are intended to assess the status of compensation
>policy

>>compliance within the AHC.
>>

>>1. Does your department use an elected, peer evaluation group to conduct
>the
>>faculty merit evaluations? _____ Yes

_X No

>> If you answered "no", please explain your process(es).
>Clinical faculty receive no merit review. The salary plan was developed to
>meet market pressures.
>The faculty voted to approve the plan.
>Ph.D. faculty are evaluated by their faculty supervisor.

>>
>>
>>
>>

>>2. Does the department chair/head participate in the deliberations of the
>>elected, peer evaluation group during faculty merit evaluations?

>> _____ Yes _____X No

>> If you answered "no", please explain your process(es).
>No elected, peer evaluation group in Radiology. See #1

>>
>>
>>
>>

>>3. Does the department chair/head collate scores from the elected, peer
>>evaluation group during the faculty merit evaluations?

>> _____ Yes _____X No

>> If you answered "no", please explain your process(es).
>>
>Faculty supervisors recommend increases. These are reviewed by the
>department
>head.

>>
>>

>>4. Does the department chair/head render an evaluation during the faculty
>merit
>>evaluations?

>
>> _____ Yes _____X No
>> If you answered "no", please explain your process(es).
>> If you answered "yes", please explain the relative
weighting of
the
>
>> chair's/head's score to that of the faculty peer review committee.
>>
>Unless he is reviewing someone directly e.g. a faculty supervisor.
>>
>>
>>
>>5. Does the department have a formal compensation/merit evaluation policy?
>
>> _____ Yes _____X No
>> If you answered "no", please explain your process(es).
>>
> no merit policy for clinical faculty.
>>
>>
>>
>>6. Does your department annually vote on the process(es) and criteria for
>>faculty merit evaluations? _____ clinical faculty vote on their
compensatoin plan
>> _____X Yes _____
No
>> If you answered "no", please explain what you do.
>>
>>
>>
>>
>>
>>
>>7. Who makes the final decision on the actual amount of merit pay awarded
in
>>faculty merit evaluations?
>> _____ Faculty peer _____ Chair/Head
____X Other
>> Merit Committee

(please define)
>> If you answered "Chair/Head" or "Other", please explain how
merit
>>evaluation scores from the faculty peer evaluation group are used in your
>>process(es).
>>
>For Ph.D.s, the faculty supervisor and/or department head.
>>
>>
>>
>>8. Does the available pool (not the source) of dollars available for annual
>>faculty merit distribution vary depending on how a faculty member's
>appointment
>>is funded? [e.g. state \$, grant \$, clinic income \$, other \$]
>> _____X Yes _____
No
>> If you answered "yes", please explain what occurs.
If a grant cannot support an increase for a researcher and there are no other
available non-sponsored funds available, that faculty member may not
receive an
increase. This is very rare.
>>
>>
>>

>>
>>9. Are the faculty aware of the available pool of money to be allocated to
>merit
>>salary increases in this department? [e.g. dollars as a % of current pay,
>gross
>>dollars, etc.]
>> Yes No
>> If you answered "no", please explain what they are told about
available \$.

>>
>>
>>
>>
>>
>>
>>
>>10. Does the presence of a research grant containing salary dollars
>influence
>>what might be available for awarding to individual faculty at annual merit
>>distribution deliberations? [e.g. 3% average increase suggested by central
>>administration, but grant contains 2% or 4% increase on that portion of the
>>involved individual's salary]
>> Yes No
No
>> If you answered "yes", please explain what occurs.

>>
>>
>>Most of our Ph.D. faculty rely on grant funding for their salaries. Because
of limited department funds they may not be able to receive funding from other
sources.

>>
>>
>>11. Does the presence of a practice plan influence what might be available
>for
>>awarding to individual faculty at annual merit distribution deliberations?
>
>>[e.g. Is the % of an individual's appointment that is assigned to clinical
>
>>practice/service treated similarly to what has been suggested by central

>>administration (? 3%) or are practice dollars awarded strictly on the
>basis of
>>income generation?
>> Yes No
No
>> If you answered "yes", please explain what occurs.

>>
>>
>>
>>
>>
>>
>>12. Do monies generated from clinical practice endeavors go into the
>academic
>>department and potentially into a merit pool involving those faculty not
>engaged
>>in clinical practice?
>> Yes No
No
>> If you answered "yes", please explain what occurs.

>>practice funds go into University base salaries for clinical faculty. Other
Ph.D. faculty are funded on O&M, ICR, foundation or research funds
>>
>>
>>

>>
>>13. Do the faculty in the department get a report on how available merit
>pool
>>dollars were distributed (obviously not specifically to whom, but in the
>>anonymous sense "how many faculty got what % raise)?

>
>> _____ Yes _____X
No

>> If you answered "no", please explain what occurs.

>>
>>
>>
>>
>>
>>

>>14. Is the goal to award an "average" of the annually specified percent (as
>>determined by Central Administration) to an individual's total faculty
>salary

>> [e.g. (? % state \$) + (? % grant salary \$) + (? % contract \$) +
>> (? % practice plan\$) = 100% merit increase]?
>> _____X Yes _____ No

>> If you answered "no", please explain your process(es).

>>
except for clinical faculty who have a set compensatoin plan not based on
merit.

>>15. Do you have any "incentive pay" or annual productivity bonuses that are
>>awarded to faculty?

>> _____X Yes _____
No

>> If you answered "yes", please explain how these work.

>>
Bonuses could be paid to clinical faculty. The awards are distributed equally
if funds area available.

>>
>>
>>

>>16. Are you aware of the Faculty Compensation Policy and what it says
>about how
>>annual merit evaluations and salary determinations are to be conducted?

>
>> _____X Yes _____

No
>>
>>
>>
>>
>>
>>

>>17. Do you as Department Chair/Head meet with your faculty individually to
>>explicitly discuss their merit evaluation and to agree upon mutual
>expectations
>>for the following academic year?

>> _____X Yes _____No
>> If you answered "no", please explain how merit scores are
explained and

>how
>>expectations, workloads, etc. are agreed-upon in your department.

>>
>Supervisors would meet with their faculty on the merit increases. The chair
would meet with the supervisors.

>>
>>
>>
>>

>>18. Do you as Department Chair/Head use a criteria-based formula to
>calculate

>>merit scores for individual faculty?

>> _____ Yes _____X

No

>>
>> a. If you answered "yes", please indicate the scoring system and explain

>
>>whether or not it is weighted by % effort in specific areas (e.g. >teaching, >>research, service, outreach, administration...).

>>
>>
>>
>>
>> b. If you answered "yes", please indicate whether the scoring system is > >>weighted by faculty rank (e.g. merit points are worth proportionally more >at >>higher ranks).

>>
>>
>>
>>
>> c. If you answered "no", please indicate how you handle merit scores. >> Supervisors determine merit by progress in the year, available funding, promotions, equity.

>>
>>
>>
>>
>>19. Are merit \$ awarded on a % of salary basis, a raw dollar basis (e.g. >dollars >>from the available pool regardless of annual salary), some combination of >% and >>raw \$, or some other method other?
>> ___X___ % of _____ raw \$ _____ raw & %

_____ Other
>> salary from pool

>> Please explain your process(es).

>>
>>
>>
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>>
>>20. When and how do you communicate the faculty member's annual salary

>>incremental increase (or the lack thereof) to individual faculty in your

>>department?

>>By letter

>>

>>

>>
 >>
 >>21. When did the merit salary increases for your tenured and tenure-track
 >>faculty become effective in your department this year? (e.g. When did your
 >>faculty see the difference in their gross pay?)

>>
 >> Specify month and year the raises for 1999-2000 FY became
 effective.

>>
 >>6/22/99 - became effective.
 In paychecks 12/00

>>
 >>
 >>
 >>22. Are there any problems with the Faculty Compensation Policy that you
 >feel
 >>should be addressed by the Senate Committee on Faculty Affairs and/or the
 >>Faculty Senate?

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 >>
 >>
 >>Thank you for your cooperation!

>>
 >>Please return this questionnaire to:
 >>senate@mailbox.mail.umn.edu

>>
 >>or
 >>
 >>Ms. Vickie Courtney
 >>427 Morrill Hal,
 >
 >>100 Church Street SE
 >>Minneapolis, MN 55455

>>
 >>By 1/31/00
 >>
 >>cc: AHC Deans

>>*****
 >>University Senate Phone: 612-625-9369
 >>427 Morrill Hall Fax: 612-626-1609
 >>100 Church St SE E-mail: senate@mailbox.mail.umn.edu
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