

To: XXXXXXXX  
Assistant Professor

From: Scott Stevens,  
Director

Re: Salary Increase

Date: July 9, 2010

I am pleased to inform you that your salary for the 2010/11 academic year will be , based on your ten month appointment. This represents an increase of over your previous salary of : and includes merit increase. The merit raise reflects the 3.1 shares of the merit pool you earned based on your annual evaluation, with each share valued at . for ten month appointments. Your new rate will be effective, September 1, 2010. I realize this year's increments are smaller than in year's previous, but I am thankful that in these economically challenging times the University has asked for neither salary nor benefits give backs—and that UD increases are keeping pace with inflation.

You are currently beginning the eighteenth year of your faculty appointment and the fifth year of a five year contract. The University calls for periodic peer reviews of faculty members on five year rolling contracts, or between five and seven years. Your next review will be tentatively scheduled for the 2012/13 academic year.

Thank you for striving always for excellence in all that you do, whether it be meeting the ordinary or extraordinary needs of your students, or supporting new faculty members as they adjust to this very complex program—and always with grace and good humor. It is working with colleagues like you, colleagues of such incredible talent and dedication that makes me so proud and honored to be a part of this academic unit. May the new academic year be one of renewal, adventure, joy, and fulfillment.

To: XXXXXAdministrative/Professional  
Program Coordinator

From: Scott Stevens,  
Director

Re: Salary Increase

Date: July 9, 2010

I am pleased to inform you that your salary for the 2010/11 fiscal year will be , an increase of over your previous salary of . The new rate will be effective July 1<sup>st</sup>. I realize this year's increments are smaller than in year's previous, but I am thankful that in these economically challenging times the University has asked for neither salary nor benefits give backs—and that UD increases are keeping pace with inflation.

Based on the initial letter of appointment four years ago, yours is a one year contract, supported by external funds. It was a delight hosting the two iterations of Undergraduate IEP students through the State Department this year. I can't wait to see the next exciting project you uncover. Let us also begin to see how we might partner with academic units within Arts and Sciences.

Thank you for all of your efforts on behalf of the ELI, particularly with regard to sponsored programs. I look forward to working with you in pursuing new initiatives.

To: XXXXXXStaff  
Admissions Counselor and CAP Coordinator

From: Scott Stevens,  
Director

Re: Salary Increase

Date: July 9, 2010

I am pleased to inform you that your salary for the 2010/11 fiscal year will be \$12,000, a 3% increase over your previous rate of \$11,600. You will see the change in your July 15<sup>th</sup> paycheck. I realize this year's increments are smaller than in year's previous, but I am thankful that in these economically challenging times the University has asked for neither salary nor benefits give backs—and that UD increases are keeping pace with inflation.

Amid a challenging year on many levels, you showed excellent poise and grace, doing a wonderful job of managing and training your staff to keep pace with the ever-increasing volume of work. You have also opened up new doors of opportunity for the expansion of CAP, particularly at the graduate level. Thanks in no small part to your efforts, CAP is now a very respected and admired program on campus.

I feel very fortunate to have a colleague like you who believes in the work we do and shows such dedication to the program and our students. The ELI is a better place because of you. May the new fiscal year bring you personal and professional fulfillment.