

COLLEGE OF SCIENCES AND HUMANITIES
OFFICIAL COLLEGE SALARY PLAN (DEPARTMENTS)

1. Each department of the College will be responsible for annually recommending a salary plan to the Dean for its own members. Departments that do not develop approved criteria and processes may have all merit and discretionary dollars withheld from them.
2. The University Salary Plan specifies that 85% of the money available for salary increments shall be distributed to the salary units on a pro rata basis according to the continuing salary base. This allocation will be termed the "base salary pool." Promotion increments shall be provided from the base salary pool before allocations to departments for ordinary salary increments. The base salary pool less promotion increments will be distributed to the departments on a pro rata basis according to the continuing salary base. Any money withheld from departments without approved salary plans may be used by the Dean for discretionary increments in accordance with the terms of the University Salary Plan.
3. All tenure-track and tenured faculty are required to submit an annual report following their departmental guidelines. Annual reports must include the Evaluation Year(s), which is defined as January 1 through December 31.
4. Each department will include in its salary plan provisions for merit. In no case may a department allow for less than 70% of salary increment monies, apart from promotion increments, to be used for merit. Merit must be uncapped and allow for distinctions among faculty above the satisfactory level. A faculty member assigned to a 4/4 teaching load is eligible for merit consideration if she/he shows distinction above the satisfactory level as defined by department. Departmental plans must also include provisions for market considerations.
5. Each department will define what is considered minimally satisfactory work in the areas of Teaching, Scholarship, and Service. For across the board raises of 30% (less than 30% if a department chooses a higher merit increment in 4 below), faculty must be rated minimally satisfactory in all three areas. The only exception to this rule is if a faculty member is assigned a 4/4 teaching load, in which the faculty member must be rated satisfactory in both Teaching and Service to be eligible for the across the board raise of 30% (less than 30% if a department chooses a higher merit increment).
6. Unsatisfactory Performance: If the annual evaluation of performance for a tenured faculty member does not meet the minimum criteria for satisfactory performance, the tenured faculty member's performance is deemed unsatisfactory for the year and the individual will not receive a salary increase. If the tenured faculty member does not submit an annual report in the format established by the subunit, the individual's performance will be considered unsatisfactory.
7. Chronic Unsatisfactory Performance: Two consecutive unsatisfactory evaluation years or three unsatisfactory evaluations in five years for a tenured faculty member trigger a remediation process. Unsatisfactory completion of the remediation process is the definition of chronic unsatisfactory performance.
8. Any evaluation of unsatisfactory performance must be accompanied by a letter from either chair of the Salary and Merit Committee or the department chair – whoever conducted the evaluation. The letter should include specific justifications for the unsatisfactory recommendation and specific suggestions for improvement. The letter must be placed in the tenured faculty member's personnel file each year.

- 8.1 Two consecutive unsatisfactory years or three unsatisfactory evaluations in five years will trigger a remediation process.
- 8.1.1 Each department will describe how its remediation plan committee is selected and the composition of the committee. This committee may be an existing committee or a committee established specifically for the remediation process. The committee shall consist of at least three tenured faculty members. If there are not three eligible tenured faculty members in the department, members may be selected from other departments in the college. Each department must specify how the process of selecting members from other departments will occur.
- 8.1.2 Committee Responsibilities
- 8.1.2.1 Develop a remediation plan for tenured faculty with two consecutive unsatisfactory evaluation years or three unsatisfactory evaluations in five years. The remediation plan committee will have access to the tenured faculty member's performance evaluations and/or pertinent letters for the previous five years.
- 8.1.2.2 Review outcomes of remediation plan created the previous year.
- 8.1.3 A faculty member may request that a college committee be formed in place of the departmental committee to develop the remediation plan. If requested, the Dean will establish a committee of tenured faculty members with the following qualifications:
- 8.1.3.1 Member of the college
- 8.1.3.2 Appointed based on ability to be objective and demonstrated academic strength, and
- 8.1.3.3 Participants hold the same or higher rank than the faculty member being reviewed.
- 8.1.3.1 The committee will consider the department salary document, especially the minimum standards required for satisfactory performance, during the development of the plan.
- 8.1.3.2 A College Remediation Plan Committee shall consist of three members (who are not members of the faculty member's department) selected by the Dean's Faculty Advisory Council. The Dean of the College or his designee will attend committee meetings. Each remediation case will have its own committee formed to develop the plan. Each committee will elect a chairperson and secretary from its members. All three-committee members must be present to develop the plan.
- 8.1.4 If the tenured faculty member being reviewed has cause to believe a committee member is biased against him/her, the tenured faculty member may request to the committee chair, in writing, to have that committee member replaced. This request must be submitted within 10 business days prior to the first remediation committee meeting. The request at the department level is automatically granted.
- 8.1.5 The department chair and dean must approve the remediation plan. The remediation plan must be sent via registered mail to the tenured faculty member's home address by June 30th or 30 days after an appeals process is completed, whichever is later. The said plan will be placed in the tenured faculty member's personnel file. The remediation plan can be appealed following the College Salary Grievance Procedure (see Attachment A)
- 8.1.5.1 As a part of the performance evaluation the following year, no sooner than 12 months after the remediation plan was initially mailed to the tenured faculty member, the outcomes of the remediation plan will be reviewed by [the name of remediation committee] which created the plan to determine if the expected performance levels as set by the remediation plan have been met.
- 8.1.5.1.1 If the terms of the remediation plan have been met, the tenured faculty member's evaluation is deemed satisfactory for the calendar year in which the faculty is under remediation. This evaluation replaces the annual evaluation of performance specified in the subunit salary document for that year. Eligibility for merit will follow department guidelines.

- 8.1.5.1.2 If the terms of the remediation plan have not been met, the tenured faculty member's performance will meet the definition of chronic unsatisfactory performance.
 - 8.1.6 Any tenured faculty member who meets the definition of chronic unsatisfactory performance will be referred to the "Procedures in Cases where Termination of a Tenured Faculty or Tenured Professional Personnel Member's Appointment is Proposed" in the Faculty and Professional Personnel Handbook.
 - 8.1.7 Any tenured faculty member currently evaluated as unsatisfactory in the Salary and Merit process cannot serve on a Salary and Merit or Remediation Committee.
9. All letters – meritorious, satisfactory, and unsatisfactory – should be placed in the personnel file each year.
10. Departments must state how their raise allocation is determined. Raise allocations may be determined by:
 - 9.1 Committee only
 - 9.2 Chair/Director only
 - 9.3 Committee and Chair/Director
11. Departments must state that raises are given in percentage increments, dollar amounts, or other. The process of raise allocations and increments must be clearly described in the salary document.
12. Each department may request the Dean to ask the Provost and President for additional funds from the 15% discretionary dollars that can be withheld by those officers. Such requests may be made for any of the reasons outlined in the University Salary Plan as well as for other reasons that a department considers good and sufficient. Any such requests shall be accompanied by appropriate documentation. The Dean shall have the discretion to argue for additional funds on behalf of any department or individual(s) for any of the reasons outlined in the University Salary Plan, as well as other reasons that he/she considers good and sufficient, even if the department itself has not made such a request. In any such instance, however, the Dean will consult with the department concerned and seek departmental approval.
13. GRIEVANCE PROCEDURE. — Any member of a department may file a grievance of her/his evaluation and/or salary increment recommendation. All such grievances will be made initially to the individual's direct supervisor and then to the Dean. The Dean will be the final grievance level except in those situations where he/she is the direct supervisor, such as with department chairs. When the Dean is the direct supervisor, the Provost will be the final grievance level. Please refer to the College Salary Grievance Procedure document (Attachment A).

COLLEGE OF SCIENCES AND HUMANITIES
DEAN'S SALARY SUBUNIT
SALARY PLAN

I. PURPOSE

The purpose of this salary plan is to provide guidance and explain the criteria for distributing salary money within the Dean's salary subunit. This plan will also serve to attract, retain, and reward members of the subunit and to recognize differences in their job performances.

II. MEMBERSHIP OF SALARY SUBUNIT

The members of this subunit include the College's Associate Deans and Department Chairs.

III. PROCESS

An annual performance assessment for each member of this salary subunit will be conducted by the Dean. The assessment will be carried out by means of the criteria specified in VII below. The weights attached to each of the criteria will vary between and among individuals and will be assigned by the immediate supervisor and the Dean only after discussion with the individual concerned.

IV. DISTRIBUTION OF SALARY INCREMENT MONEY

Salary increment money will be distributed upon the basis of the quality of performance. No salary increment will be given individuals whose performance is judged to be unsatisfactory. Attention will be given to the differing characteristics of individuals, for example, the scope of their job responsibilities and their marketability.

V. IMPLEMENTATION

These guidelines must be approved by written ballot by a majority of the individuals covered by this plan. The guidelines may be reviewed and subject to amendment annually. Guidelines approved by members of the salary subunit must subsequently be approved by the Dean, Provost, and University Salary Committee.

VI. GRIEVANCE PROCEDURE

Any member of this salary subunit may file a grievance of her/his evaluation and/or salary increment recommendation. All such grievances will be made initially to the Dean. The Provost will be the final grievance level.

VII. CRITERIA

Each individual will be evaluated in each of the following areas, plus any other areas that are mutually agreed upon by the individual and her/his direct supervisor:

A. Job performance of department chairs, in light of responsibilities and constraints. This includes:

- Leadership
- Management
- Supervision
- Communication
- Professional Example (i.e. teaching, scholarship, professional service)
- Other relevant factors and special circumstances (marketability, etc.)

B. Job performance of associate deans, in light of responsibilities and constraints. This includes:

- Administrative Support
- Special Projects
- Professional Example

It is neither expected nor implied that the above items are to be weighted equally. Each individual's immediate supervisor may conduct periodic formal and informal evaluations throughout the year as a basis for the judgments made above. In addition, each individual is urged to provide her/his immediate supervisor and the Dean with any other supporting material that he/she feels is appropriate.

In the case of department chairs, professional example (i.e., teaching, scholarship and professional service) is evaluated initially by the same department committee(s) that evaluate all regular faculty for salary and merit within the department. The results of that evaluation are forwarded annually to the dean. The dean annually invites departments to comment on their chair's leadership, management, supervision and communication, using procedures proposed by each department (typically a faculty committee) and approved by the dean.

In the case of associate deans, all categories are evaluated directly by the dean. Professional example here refers to their contribution to the effective and efficient administration of the college, in light of its vision and mission, and their performance of professional service to the college and the university. Any teaching, scholarship or professional service beyond the college or university is a plus and is supported by appropriate artifacts for the dean's evaluation.

Each individual's immediate supervisor will discuss with that individual the nature and character of the annual salary recommendation within 15 working days of the evaluation and recommendation being made. It is appropriate at that time to formulate performance expectations and goals for the individual for the following year and to identify any problems that need attention during that following year.

ATTACHMENT A

The College Salary Grievance Procedure

Any member of a department may file a grievance of her/his evaluation and/or salary increment recommendation. All such grievances will be made initially to the individual's direct supervisor and then to the Dean. The Dean will be the final grievance level except in those situations where he/she is the direct supervisor, such as with department chairs. When the Dean is the direct supervisor, the Provost will be the final grievance level.

In all cases, the aggrieved has the burden of proving his or her allegations.

If an adverse salary increment recommendation decision is made at the departmental level, then the faculty member must first ask for a grievance hearing from the department following the department's grievance policy. If the aggrieved is not satisfied with the response of the department's grievance hearing, then he or she may file a grievance to the College Salary Grievance Panel. Such a grievance is to be filed with the Dean not more than ten (10) working days after notification of the aggrieved faculty member of the grievance hearings adverse recommendation. A grievance not timely filed will be barred unless the Dean determines that there is good and sufficient reason for the delay.

A College Salary Grievance Panel shall consist of three members (who are not members of the aggrieved faculty member's department) selected by the Dean's Faculty Advisory Council. The Dean of the College or his designee will attend the hearings and ask such questions of either party, as he/she deems relevant. Each grievance case will have its own panel formed to hear the grievance. Each panel will elect a chairperson and secretary from its members. All three-panel members must be present to hear the case.

Preparation for the grievance hearing:

1. At least five (5) working days prior to the date of the hearing, the aggrieved must submit a written statement to the Dean clearly detailing the basis (bases) of the grievance along with copies of all pertinent related documents;
2. At least five (5) working days prior to the date of the hearing, the aggrieved faculty member's department (department chairperson or chairperson of the department salary grievance committee) must submit to the Dean a written statement clearly detailing responses by previous committees that have heard the grievance along with copies of all pertinent related documents;
3. At least (5) working days prior to the date of the hearing, both the aggrieved and the departmental representatives must submit to the Dean a list of witnesses (if applicable);
4. The materials listed above in Sections 1, 2, and 3 will be distributed for review to all parties participating in the hearing, excluding witnesses, at least three (3) working days prior to the hearing;
5. The chairperson of the grievance panel will open the hearing by outlining the steps for conducting the grievance hearing.

Steps for conducting the grievance hearing:

1. The grievance panel and the College Dean or a designee will have reviewed all materials previously submitted;
2. The aggrieved and faculty colleague will make a presentation not to exceed thirty (30) minutes (the time used by witnesses will be included within the thirty (30) minutes);
3. At the close of the aggrieved faculty member's time period, members of the grievance panel may question the aggrieved and witnesses;
4. After the panel's questions have been answered, the departmental representatives may give a rebuttal not to exceed five (5) minutes;
5. Following the rebuttal, members of the grievance panel may ask questions;
6. The departmental representatives will make a presentation not to exceed thirty (30) minutes (the time used by witnesses will be included within the thirty (30) minutes);

7. At the close of the department's time period, members of the grievance panel may question the departmental representatives and witnesses;
8. After the panel's questions have been answered, the aggrieved may give a rebuttal not to exceed five (5) minutes;
9. Following the rebuttal, members of the grievance panel may ask questions;
10. The chairperson of the grievance panel will ask both parties if they believe the hearing was conducted fairly (responses will be recorded in the minutes of the hearing);
11. The chairperson of the grievance panel may extend the time limitations with the approval of the majority of the panel.
12. At the close of questioning by the Grievance Panel, the affected parties will be asked to leave and the Grievance Panel will deliberate and vote on their recommendation to the Dean. The vote will be made by anonymous written ballot and will require a simple majority.
13. Written minutes will be prepared by the Grievance Panel secretary and made available to the affected participants.

Within ten (10) working days of the hearing, the Chairperson of the Grievance Panel shall provide the Dean with the Panel's written recommendations for action. If the Dean deviates from these recommendations, the Dean must, within ten (10) working days of his receipt of the Panel's decision, inform in writing the Grievance Panel and the aggrieved the reasons for his/her action.