Effective scholarship, teaching, and service remain the basic criteria on which College faculty are evaluated for annual merit pay increases, as the Faculty Manual dictates they must be in all matters of tenure and promotion.

Weighting of Criteria

Each criterion of faculty performance will be assigned a percentage weight that meets the minimum requirements for all faculty in the College of Arts and Sciences carrying a standard load. For tenure-line faculty, these minimum requirements are 30% teaching, 30% scholarship, and 10% service. Service is normally capped at 20%, but tenure-line faculty formally serving as department chairs or program directors may elect to weight up to 40% service. Tenure-line faculty carrying other significant service responsibilities, such as chair of a departmental committee or chair of a Faculty Senate committee may weight up to 30% service, with approval of the department chair. Faculty with grants, research-related teaching releases, administrative assignments and/or increased teaching loads may have different minimum weightings as agreed upon by the department chair and/or merit committee and by the dean. Weights assigned for scholarship, teaching, and service will be optimized for individual faculty based on the category ratings provided by department chairs and merit committees, unless the department in question mandates specific weights for all members of its faculty.

Evaluations of term faculty on teaching appointments will normally be weighted as 80% teaching and 20% service. Term faculty on research appointments will normally be evaluated with a 100% research weighting. Term faculty formally serving as program directors may elect to weight up to 40% service upon approval of their department chair. Term faculty carrying other significant service responsibilities, such as chair of a departmental committee, chair of a Faculty Senate committee, or coordinator of a language program, may weight up to 30% service, also with chair approval. The minimum requirement for service weight for term faculty on teaching appointments is 10%. Term faculty not on research appointments wishing to build a research component into their weighting formula may do so up to 40%, with approval of their department chair. For term faculty electing to be evaluated for scholarship, minimum requirements are 40% teaching, 10% research, and 10% service. Weights assigned for teaching, service and scholarship (as applicable) will be optimized for individual faculty based on the category ratings provided by department chairs and merit committees, unless the department in question mandates specific weights for all members of its faculty.
Unless the department chooses to articulate separate merit evaluation guidelines, the determination of which elements in a faculty member’s portfolio for scholarship, teaching and service are deemed of high, medium, or low significance should follow the department’s tenure and promotion guidelines, as published on the Dean of Academic Affairs web site. The department’s merit evaluation committee and chair will take into consideration both what the faculty member has accomplished over the years and what she or he has done recently.

Merit committee members must recuse themselves from the evaluation of their own file. Department chairs will be evaluated solely by the department’s merit committee, and eventually by the dean.

**Ratings Scale**

Both the merit committee and chair should rate individual faculty members in each of the three review areas (scholarship, teaching, service) using the following scale:

- 0 = Not attempting to meet performance expectations
- 1 = Not meeting performance expectations
- 2 = Needs improvement in meeting performance expectations
- 3 = Meeting performance expectations
- 4 = Performing above expectations
- 5 = Performing well above expectations

Merit committees and chairs who inflate the department’s ICRs by awarding high ratings to underperforming faculty or who fail sufficiently to differentiate between high and low performing colleagues will find that these practices hurt the department’s credibility in the long run and may adversely affect the supplemental raises awarded to department faculty by the dean.

**Calculating the ICR**

An individual composite rating (ICR) will be calculated for each faculty member based on performance scores awarded by the merit committee and chair and the optimized individual category weighting of scholarship, teaching and service.

Normally, the department chair’s and merit committee’s evaluations will be weighted equally, meaning that each will be assigned a 50% source weight (see below). Departments may choose to apply a different distribution, so long as a) neither of the two sources is weighted at less than 40%, and b) the weighting is applied across the department, except in the case of department chair, who is reviewed solely by the merit committee.

An individual faculty member’s composite rating is calculated as follows. (Asterisks in the list below designate those calculations that are performed automatically on the prepopulated spreadsheet provided by the dean’s office.)

- Department faculty determine the relative source weight for both the merit committee and chair evaluations (normally 50% for both; neither less than 40%; committee evaluation
weighted at 100% in the case of the department chair). These figures are entered into the spreadsheet under “source weight.”

- The merit committee and department chair independently arrive at performance scores for the faculty member in the areas of teaching, research and service, following the procedures articulated above. These ratings are entered into the performance rating cells for all three areas.
- Composite ratings are determined by multiplying the source weight by the performance ratings for both sources in all three areas (*).
- For each of the three areas of evaluation, the composite ratings from the merit committee and chair are summed to arrive at a total composite rating (TCR) for each of the three areas (*).
- The individual category weights will be calculated automatically once TCRs are entered (formula embedded in spreadsheet) (*).
- Category composite ratings are arrived at by multiplying the total composite rating for each area by the individual category weighting of that area (e.g., .4 for 40%) (*).
- The criteria composite ratings are then added up to produce the individual composite rating (ICR) for each faculty member (*).

**Proposed Dollar Merit Allocations**

Departments are assigned 2/3 of the total merit pool. Half of this allocation (e.g., 1% of a 3% pool; 0.5% of a 1.5% pool) is derived as a percentage of total departmental faculty salaries; the other half is derived from the mean College faculty salary, multiplied by the number of faculty in a given department.

Half of the department’s total merit pool will then be distributed based on relative ICRs and half based on relative ICRs weighted by each faculty member’s base salary. The prepopulated spreadsheet performs these calculations automatically, such that the sum of the proposed raises equals the total money available to the department.

Merit pools for tenure-line and term faculty in a given department are calculated separately.

Proposed merit increases should be forwarded to the dean’s office in dollar amounts, rounded up to the next $50.

Term faculty who taught during AY 2016-2017 and who will be offered a contract for AY 2017-2018 are eligible for a salary increase. This applies to faculty on both one year and multiyear appointments.

Please note that faculty members who fail to submit an annual report are not eligible for merit increases.

**Promotions, Equity, and Special Merit**

The College dean will hold back a third of the total merit funds allocated to the school to distribute for promotions, equity adjustments, and the recognition of special merit. Chairs who believe
that individual members of their faculty are worthy of special consideration should make their case in a memo accompanying the department’s proposed merit increases.

The dean is the judge of all disputes involving interpretations of this document.