

SALARY POLICY

INTRODUCTION

Philosophically, the department is committed equally to teaching, research/creative activity, and service as criteria upon which to evaluate both the department itself and its faculty members. Although the current administration of the College views service primarily as a complement to the research and teaching missions, the department's involvement in service far exceeds this definition.

Because the Department of Afro-American Studies houses the largest and most visible group of African American professors on campus, they are expected to provide extra-departmental service to a degree that is disproportionate to both the size of the faculty and the scope of the instructional program (see the department's mission statement for further details). So in establishing a criteria by which to determine merit increments, the department weighs the category of service equally to those of research/ creative activity and teaching. This balanced treatment may appear to be in conflict with the criteria established for tenure and/or promotion which places emphasis on the categories of research/creative activity and teaching. However, in light of the extra service burden placed on Afro-American Studies faculty, a balanced departmental approach in the area of merit pay constitutes a viable means by which to recognize and partially compensate faculty members for their additional efforts. Though the faculty is aware that the demonstration of at least a satisfactory level of performance in service is necessary for tenure and/or promotion consideration, they also are fully aware that the department discourages defining service as the primary criterion for tenure consideration unless certain conditions are met (see "Criteria & Procedures for Reappointment, Tenure and/or Promotion," 10.1 - 10.8, for specific details).

STARTING SALARIES

Every attempt will be made to maintain equity in establishing salary and upgrading levels. Initial salaries set in the last few years will be reviewed in terms of real dollars (after adjusting for inflation). In cases where salaries are below the norm, discussions will be initiated with the Dean of the College to bring them in line with those of comparable faculty throughout the university.

The department does not determine the salaries nor merit raises for faculty members appointed to administrative positions. It, however, may make recommendations about merit raises when asked to participate in such decisions by the unit to which the faculty-administrator reports.

NEGOTIATED SALARIES

Negotiated salaries will be handled on an individual basis. Such salaries will be handled according to the following guidelines:

1. the faculty of the Department will decide whether or not the department should make an offer to retain the individual. Deliberations will consider the merit of the individual and his or here contributions to the

Department. The vote of the Department will be communicated to the Dean of the College with a written explanation about the decision.

2. if the faculty recommends a competing offer, the Chairperson will conduct negotiations with the faculty member and the Dean of the College and make the final decision about salary. This decision will consider:
 - a. the value of the faculty to the department
 - b. the quality of the school or department making the offer
 - c. the dollar level of the external offer
 - d. fringe benefit and cost of living differentials

SALARY/MERIT INCREMENTS

Salary increments are not based on economic need, but on merit. At the discretion of the Chairperson, a portion of the budget for salary increments may be utilized for an across-the-board increase of equal amounts, allowing the remaining portion to be allotted on the basis of **outstanding** performance. Current distribution is 60% merit and 40% across the board. These percentages are subject to change. Such distribution of funds acknowledges that each faculty member performed in each of the three categories at a satisfactory level. The exact portion of the total salary increment given to an across-the-board increase will vary from year to year. In a year in which the total salary increment is small, the across-the-board will also be small so that the amount remaining is sufficient to provide merit increases. When the total salary increment is more substantial, the across-the-board increment will be larger.

CRITERIA FOR MERIT INCREASES

It is the responsibility of the Chairperson to assign salary increments based on the guidelines outlined in this section and the recommendations of the Salary Advisory Committee. This committee, elected by the faculty will consist of three faculty members (one from each rank). Elected members should represent each of the three concentration areas: (1) Arts; (2) Literature; and (3) History, Culture and Social Issues. Two committee members will serve a two-year term. To establish and retain continuity, one committee member's (senior level) term will overlap with that of new committee members. This committee will function solely in an advisory capacity; the Department Chairperson will make the final decision concerning the degree of merit and the amount of any raise. The Department Chairperson will also assume the responsibility for reviewing the documentation and determining merit recommendations for those who serve on the advisory committee.

GUIDELINES FOR MERIT RATING

Merit increases will be determined by the performance of faculty members in each of the three categories of research/creative activity, teaching, and service. The evaluation of the performance of each faculty member will cover the period between merit reviews. This period is defined as December 31st of one year to December 30th of the next year. Documents evaluated are: (1) faculty

summary report; and (2) supporting supplementary materials; and copies of publications. The junior faculty members will be evaluated as a group and separate from the senior faculty members who also will be evaluated as a group.

Guidelines for Merit Deliberations

(Based on annual Faculty Summary Reports and Updated Curriculum Vitas)

1. Five (5) points is the maximum points that can be earned in each of the Faculty Summary Report's three categories: (1) Teaching, (2) Research/Creative Activity, and (3) Service. Fifteen (15) points is the maximum score.
2. The following points scale has been applied to the following major items in each of these three categories:
 - a. Teaching: Same as our TERA Award evaluations. (Attached.)
 - b. Research/Creative Activity: Book/major fellowship or grant = 5 points; refereed article = 3 points; competitive paper presented at a scholarly conference = 2 points; attendance at professional conferences = 1 point. Faculty whose academic interests rest more in the area of creative activities, i.e. music and dance, will be judged according to their musical compositions and dance choreographs. Professor Rosa will assist the committee in determining an equitable point scale.
 - c. Service: Committee chairmanships = 3 points; talks, panels, etc. = 2 points; time devoted to service activities = 2 points.

General Information

1. The salary merit review should be conducted between the third and fourth week of January.
2. The committee should establish an interpretative system for data to ensure that each faculty member is fairly evaluated when employing a sliding point scale. Each committee member will review the published/creative works of faculty.
3. The salary merit of faculty members with official split administrative appointments is determined by the administrator who made the appointment.
4. For the evaluation of the Chairperson, see memo from Dean of the College of Arts and Sciences (12.11). This evaluation should be sent directly to the Associate Dean assigned to the department.
5. Data and information submitted to Chairperson should include:
 - a. individual tabulations for faculty members
 - b. total numerical values in each category

- c. work sheets for each faculty member
 - d. a summation of problems encountered
 - e. recommendations for improvement of the evaluative process
6. The evaluation of some data listed under all three categories requires that faculty members provide descriptions of assigned duties, work completed, specific contributions, number of meeting times, etc. If such information is not included, 0 will be assigned to the entry. (Model for summarizing data see 12.11)
 7. When page numbers of articles are not included, the article will be evaluated as a short article (less than 4 pages)
 8. Many grants/fellowships extend over different calendar years. Evaluation is based on the year grant was awarded
 9. Bonus points should be assigned to items that evaluators believe merit more than established points given the complexity, uniqueness of and/or amount of time spent on activity.

In the area of research, only those publications which appeared in print or in press during the period of evaluation will be considered in the review. In the area of service, only those events that actually have transpired (as evidenced by explanatory comments) will be considered in the review.