

Understanding the Review Process: Selective Salary and Annual Reviews

	Selective Salary Article XII	Annual Review Article XX.C
Purpose	A means for Faculty members to get additional pay in their base salary by demonstrating they are meeting or exceeding job expectations.	A means to receive constructive guidance to obtain tenure or continued employment. It is intended to identify areas of growth and strength and areas of concern in teaching, scholarship or creative activity, and service.
Eligibility	Faculty members employed the last day of winter term and the first day of the fall term may be considered for a selective salary adjustment. (XII.C, 1 st paragraph)	Faculty members on term appointments - once tenure is obtained annual reviews should cease.
Getting Started	The Faculty Salary Committee (sometimes called Personnel Committee) in each unit typically meets in late winter or early spring to conduct the review. <i>You should have your professional record prepared at the beginning of the winter term.</i>	Must be conducted annually typically in the spring. The process begins with the unit's Tenure and Promotion Committee preparing a written review. <i>The contract requires your chair or comparable unit administrator to provide you with notice two weeks prior to the annual review.</i>
Criteria	Selective salary decisions are guided by unit factors and general University criteria and factors for tenure and promotion. The committee can also consider equity in recommending selective salary raises. Funds are distributed such that three sevenths of the pool is awarded to recognize accomplishments in scholarship, three sevenths to recognize accomplishments in teaching, and one seventh to recognize accomplishments in service. For non tenure/ tenure-track classifications consideration shall be given to those portions of the unit factors and general University criteria that apply to their assignments.	Tenure track Faculty: The annual review is based upon excellence in teaching and in scholarly achievement or, for a Faculty member in the creative or performing arts, in creative professional achievement, and shall take into account such unit, school/college, and University tenure factors as are in force. Consideration shall also be given to non-instructional service to the department, school/college, and/or University and/or public and/or professional service which benefits the University. Non tenure-track Faculty: The annual review shall be in relation to his/her professional performance and as it relates to appropriate unit, school/college and University factors as are in force except that lecturers and senior lecturers shall be reviewed primarily for teaching with secondary consideration for excellence in scholarly work and/or service if the letter of appointment has identified scholarly work and/or service as part of the bargaining-unit member's responsibility.

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Committee Structure	Unit Salary Committees are required to have 3 or more Faculty members with tenure. Other Faculty members can also sit on the committee but at least half must have tenure. The chair dean/ or his/her designee shall chair the committee <u>with vote</u> .	The unit Tenure Committee In each unit conducts review. This is an elected committee of tenured Faculty only although the department chair shall chair the committee <u>without vote</u> .
	<p>A “unit” in this section is a department in the Schools/ Colleges of Business Administration; Engineering; Fine, Performing, and Communication Arts; Liberal Arts and Sciences; Medicine; Pharmacy and Health Sciences.</p> <p>It is the Schools/Colleges of Education; Law; Nursing; and Social Work; and the Library and Information Science Program; and the Division of Research.</p>	
Process	<p>The elected unit Salary Committee makes recommendations for distribution of this selective pool by ranking each eligible faculty member from 1 to 4 for scholarship, teaching, service.</p> <p>The President, though the deans/ directors, shall make salary adjustments based upon contractual guidelines. The salary committee must be consulted on these decisions.</p> <p>Salary increases take effect the first pay period of the fall semester, although they typically appear in the 2nd or 3rd pay retroactive to the beginning of the semester.</p>	<p>The Unit Tenure Committee makes a written review.</p> <p>The chair /unit administrator may concur and/or may add his/her comments to the committee’s written review.</p> <p>The chair/unit administrator must discuss review with the staff member. The written review must be given to member at least 5 days prior to the discussion.</p> <p>At the option of the administrator or member, the designated spokesperson of the committee must also be present at the discussion.</p> <p>The written reviews shall be placed in the bargaining-unit member’s personnel file.</p> <p>Member can attach supporting or dissenting material to the review.</p>
Appeals	<p>No salary adjustments under this section may be grieved.</p> <p>A grievance can be filed if the appropriate procedures were not followed.</p>	<p>The failure to conduct an annual written review is grievable at Step One only.</p> <p>A grievance can be filed if the appropriate procedures were not followed.</p>

Practical Tips

Record Keeping

1. Prepare your professional record (download form at: <http://provost.wayne.edu/academic-templates.php>) during the semester break. Update it every six months thereafter, maintaining older versions (only five years of teaching/service is included; at a later time you may need a record of earlier teaching/ service). Prepare a PDF version.
2. Keep a paper file with notes of every single thing you do that should count toward selective salary, tenure, and promotion. Use these to update your professional record and prepare your selective salary materials annually.
3. Selective salary reviews include a “three-year window” of professional activities, although practically speaking most units will judge you on only the most recent year’s activities. Keep careful records of your selective salary reviews from year to year, as you will be responsible for reporting how many times each activity/publication appears on a salary review.

Ask your chair the following questions at the beginning of the winter semester:

Selective Salary:

1. When will salary materials be due to the departmental committee?
2. Does the department use a specific format for salary reviews? If possible, get copies of colleagues’ reviews to use as a model and/or the chair’s memo to faculty from the previous year.
3. Will the department require copies of publications for selective salary review?
4. How does the department count publications? Do they count publications that are accepted, or only publications that have appeared in print?
5. Are you personally responsible for creating electronic versions of your salary materials?

Annual Review:

1. When will your annual review be conducted?
2. What materials will you be asked to provide? Possibilities include:
 - a. a professional record
 - b. a narrative of your accomplishments for the year, and a statement of your ongoing plans
 - c. teaching materials, such as syllabi, teaching evaluations, and course materials
 - d. copies of your publications

Other “Reviews” You Should Know About....

Budget Advisory Committee: Article XXXI

Upon a majority vote of the Faculty and Academic Staff members holding tenure or employment security status in the departments or divisions of a School/College or in the Library or Archives, committee will be elected with which the chair/dean/director will consult concerning the general budgetary priorities of the unit. The chair/dean/director must make available on a quarterly basis any accounting reports that may be needed.

Bylaw Committees: LOA: Bylaws (8/19/02) and Article XXVII

It is understood that Academic Staff of each department/school/college and the Faculty members in each school/college/division have responsibility for the development of bylaws consistent with University and school/college statutes and policies and with this Agreement. Those bylaws, and any subsequent revision of the bylaws, shall be subject to the approval of the chair/dean/director/vice-president and the President or his/her designee.

Chair/Director and Dean/Division Selection and Reviews: Article XIII

Committees comprised of elected Faculty and Academic Staff members and an equal number of representatives appointed by the President or his designee, along with one student representative selected by the student council, form the search or review committee. The President appoints the chair from the committee members. This committee makes recommendations to the president as to whom should be hired in cases of a search, and in cases of a review, evaluates the progress of the department and the effectiveness of the chair/dean and forwards a report to the President or his/her designee. Reviews are to take place one year prior to the end of the Chair/Director/Deans employment contract. Contracts cannot be longer than five (5) years long.

Hiring: Article XX.A.2

Insofar as practicable, no full-time term appointments of prospective Faculty members of the bargaining unit shall be made without consultation with the appropriate tenure/promotion committee or the tenured and/or employment-security- status Academic-Staff members of the originating unit. (For the definition of the committee, see Article XXI.D.) The unit administrator is required to call a meeting of the appropriate salary committee to discuss initial salaries of prospective members of the bargaining unit. (See Article XII.B.6)

Lay-offs: Article X

In circumstances other than those stated above it may be necessary because of substantial curtailment or discontinuance of a program or extraordinary financial exigency to make reductions in personnel. No recommendation for program discontinuance or substantial curtailment shall be made to the Board of Governors without prior consultation with the affected unit and appropriate academic councils of the school/college/division and of the University, each of which shall be given the opportunity to submit written advisory reports and recommendations. In such cases the following language shall apply.

In case of impending reductions in a unit which would require the layoff of bargaining-unit members, the President or his/her designee shall appoint a committee according to the following procedures: N members shall be appointed by the President or his/her designee and N members from a slate of nominees furnished by the Academic Senate which shall advise the President or his/her designee on the possible placement of the affected bargaining-unit members in other units within the University. The slate shall contain two names for every person so appointed. There shall also be one Association-appointed nonvoting representative to the committee.

Professional Duties: Article XXIV.II

Allows Faculty members to appeal a change in professional duties he/she considers “contrary to his/her responsibilities.” Please note there are short time limits. For instance, a request for a meeting with the dean/director/vice president “must be made in writing within ten (10) working days after notification of the proposed duties change by certified mail or after having been personally served.” If a resolution regarding these changes cannot be reached via meeting with the dean/director/vice president, the AAUP-AFT can appeal the decision to a Review Committee. If the president disagrees with the committee’s recommendation the union may appeal to arbitration. *No changes in duties can take effect prior to the completion of the review process or arbitration.*

Definitions You Should Know

Academic Freedom: The belief that faculty are entitled to freedom of inquiry in research, publication and course content without threat of repression, job loss, or imprisonment. The legal concept of academic freedom originated in Germany around 1850 and spread to the U.S. in the early 20th century. The AAUP issued its first statement on Academic Freedom in 1915 after Stanford economist Edward Ross was fired for speaking against the gold standard and the importation of cheap labor. The principle grew in greater importance during the Cold War/McCarthy era when professors and other intellectuals were targeted.

Academic Governance: Also referred to as “shared governance” or “collegial governance” is a well-established doctrine within institutions of higher education going back to medieval Europe. Its purpose, as articulated in the AAUP’s *Statement on Government of Colleges and Universities*, is “to foster constructive joint thought and action” among governing boards, administrators and Faculty, “both within the institutional structure and in protection of its integrity against improper intrusions.” The AAUP-AFT contract extends the rights and responsibilities of academic governance to Academic Staff members - advisors, librarians, counselors, etc.) Unlike the traditional “business model” of management, academic governance recognizes the expertise and institutional commitment of employees as a central component to effective decision at a university or college. Academic governance is closely tied with Academic Freedom in that it provides a mechanism for Faculty and Academic Staff members to ensure fair and uniform standards.

Academic Senate: A body comprised of Faculty and Academic Staff members whose purpose is to ensure that university academics participate in the development of academic policy at a university or college. The Wayne State University Academic Senate is an 85-person body with about a dozen standing committees. Faculty and Academic Staff members, as well as administrators with retreat rights back to the bargaining unit, can be elected to the Academic Senate for three-year terms. Nominations are traditionally called in the spring.

Bylaws: Rules adopted by Faculty and Academic Staff members, and approved by the dean/director/vice-president and the President or his/her designee, to “insure orderly conduct” within each division/ school/college. (Faculty members also adopt bylaws for each department/division/center/institute.) Bylaws are required as per Article XXVII of the contract and outline procedures for standing committees, appointments and elections. Bylaws cannot be contrary to the union contract or university policy.

Consult: This word appears throughout the union contract and is defined by Webster’s New World Dictionary as follows: “to deliberate, consider, ... to call together, as in *consulere senatum*, to gather together the senate, hence ask (it) for advice...to talk things over in order to decide or plan something; confer; 1.a) to seek an opinion from; ask for the advice of...; b) to refer to or turn to, esp for information...; 2. To keep in mind while acting or deciding, show regard for, consider; 3.a) to confer about; b) to plan for.” Contrary to what some administrators think, “consult” does not mean notification after a decision is made.

Factors: The contract mandates that each unit draw up factor statements that describe the “particular mission and diverse characteristics” that will be considered in the evaluation of Faculty members in a particular classification. They distinguish and describe the three main categories on which Faculty members in a particular unit are evaluated: Scholarship, Teaching, and Service. Factors are extremely important in reviews and in guiding prospective candidates and administrators through the tenure and promotion process. The factor statement should be made available to Faculty members early in their employment. Article XXII.D.1.a (pp 4) and Article XXIII.A.3.a (pp 4) both state, “*Factors used in a given case shall have been issued at least twelve months prior to their use and shall have been distributed to each faculty member in the unit.*”

Factors are written, reaffirmed and revised by the Faculty members and must receive the approval of the dean/vice-president of the school/college/division prior to implementation.

Grievance: A violation of a collective bargaining agreement by either party. A grievance is typically filed against administration/management by the labor organization. A grievance cannot be filed by a labor organization against its own member(s).

University-wide Committees: Committees of Faculty and Academic Staff members as stipulated in Article XXX of the AAUP-AFT contract required in decision making procedures as per contract, including committees determining Faculty members' factors and tenure in units without a tenure committee. Nominations are called by the Provost's Office before the end of each winter term. Faculty and Academic-Staff members may nominate themselves or be nominated (with their consent) by their colleagues and/or the administration of the unit. The required number of eligible individuals will be selected for each committee by the dean/vice-president in consultation with the appropriate Faculty or Academic- Staff committees such as a Faculty council or the executive committee of the Faculty council or senate of the school, college, or division. The Academic Senate Policy Committee and the Provost will select members of the committees from the slates presented, with membership to start at the beginning of the fall semester. If someone on the list for a given committee is found to be ineligible, the members of the committee will be chosen from among the remaining names on the slate.

Voting/Participation Rights: Article XXVII.B spells out these rights stating: *The rights of bargaining-unit members to participate with vote in the academic-governance activities...shall not be abridged. Their rights to participate with vote in academic-governance activities, including activities addressed in Articles XX (Term Appointments), XXI (Employment Security Status Procedures), XXII (Tenure Procedures), and XXIII (Promotion Procedures), shall be determined under the bylaws of the units and under other provisions of this Agreement and such additional rules as may be agreed upon by the University Administration and the Association.*

