I. **PREAMBLE:** The purpose of this policy is to:
   (1) Provide an effective and fair system of performance management for all non-tenured/non-tenure-track faculty members of the College of Information Studies, University of Maryland.
   (2) Strengthen non-tenured /non-tenure-track faculty members’ performance and enhance professional development.
   (3) Support the goals of the College and the University.

II. **ROLES AND RESPONSIBILITIES**
   (1) **Dean:** The Dean, after close consultation with the Salary and Merit Committee- Non-Tenured/Non-Tenure-Track (hereafter the Merit Pay Committee), determines final merit ratings, subject to any decisions rendered by the Appeals Committee.
   (2) **Merit Pay Committee:** The Committee shall provide merit recommendations to the Dean based on its evaluations of non-tenured/non-tenure-track faculty members for: (1) teaching, advising, and mentoring; (2) research, scholarship, and creative activity; and (3) service to the profession, the University and the College.
   (3) **Appeals Committee:** The Appeals Committee reviews any appeals submitted by a non-tenured/non-tenure-track faculty member disputing his or her merit rating or pay allocation, and renders a final decision.

III. **MERIT PAY FUND:** Merit pay dollars are transmitted to the Dean by the University’s Provost as a percent of total salary budget. At least 80% of the merit pool shall be allocated by the Dean in a manner consistent with the ratings as determined under the provisions of this plan. These monies will be distributed as a dollar amount. The remaining 20% of the merit pay pool may be used by the Dean at his or her sole discretion to resolve special salary problems, though final allocation will not occur until all appeals on merit pay ratings or pay allocations are resolved. The Dean shall periodically evaluate the salary structure of the College and consult with the University’s Provost to address any salary inequities that have developed in the College.

IV. **MERIT PAY PERFORMANCE CRITERIA:** Merit pay ratings shall be based on the following criteria, as appropriate to the percentage of effort specified for that area for each non-tenured/non-tenure-track faculty member. Prior to the beginning of the fall semester each year, the Dean will meet with each faculty member to develop a performance plan that identifies the performance criteria, and the weighting given to each criteria, relevant to the faculty member’s job.
   (1) **Teaching, Advising, and Mentoring:** The criteria used to evaluate teaching shall include the extent of teaching participation and measures of teaching effectiveness (e.g., course creation, program development and management, teaching evaluations). The criteria used to evaluate advising shall consider both research advising and professional advising for
students at any level. The criteria used to evaluate mentoring shall include input from other faculty members and students as appropriate.

(2) **Research, Scholarship, and Creative Activity:** The criteria used to evaluate research, and creative activity shall include evidence of impact (or progress toward impact) as established through published research, presentations, success in acquisition of research funding, and other evidence of engagement in the research process.

(3) **Service:** The criteria used to evaluate service shall include the extent and significance of the non-tenured/non-tenure-track faculty member’s activities in the interests of the profession, the University, and the College.

V. **MERIT PAY ALLOCATION PROCESS**

(1) **Merit Pay Committee Composition and Duties:**

a) **Composition:** The Merit Pay Committee shall consist of three members. Members shall be elected at the same time as the Merit Pay Committee for tenured/tenure-track faculty. Elections shall be by a majority of the non-tenured/non-tenure-track faculty, whose primary appointment is in the College, in a secret ballot for the subsequent academic year. The Merit Pay Committee shall determine its chair. Composition, to the greatest extent possible, shall reflect the gender diversity, ethnic/race diversity and the various scholarly interests of the College. When this policy is implemented, the first election will use a staggered election process with one Committee member elected to a three-year term, one to a two-year term, and one to a one-year term. In subsequent elections, one eligible faculty will be elected to a three-year term. In the event of an unscheduled vacancy on the committee prior to its annual deliberations, the Dean will make an appointment to fill the vacancy. If the vacancy occurs after the committee’s deliberations the position will remain vacant until the next scheduled election.

Each year the Dean shall review the make-up of the Merit Pay Committee over the previous five years to ensure that a reasonable representation of faculty diversity has been achieved. If it has not, the Dean shall take appropriate action to rectify the situation.

b) **Duties:** The Committee will commence its work following submission of FARs by faculty members (no later than April 1). The Dean shall meet with the Merit Pay Committee at or prior to commencement of their deliberations to charge the Merit Pay Committee and to answer any questions or concerns raised by members. The Committee will determine non-tenured/non-tenure-track faculty members’ degree of merit for each performance criteria by assigning a score on a five point scale for each criteria:

- **0 = Unsatisfactory:** Performance falls below expectations in many areas of assigned responsibilities; substantial improvement critical.

- **1 = Below Expectations:** Performance does not meet expectations in some important areas of assigned responsibilities; improvement needed.
2 = Meets Expectations: Good performance. Consistently meets standards and established performance expectations in important areas of assigned responsibilities. Performs duties at an expected level.

3 = Exceeds Expectations: Surpasses the standards and established performance expectations in many important areas of assigned responsibilities.

4 = Outstanding: Exemplary performance in all areas of assigned responsibilities.

Merit Pay Committee members shall take into account any adjustments to the current workload policy that apply to specific faculty members. Subsequently the scores shall be combined into an overall score by multiplying each score by the percentage of effort specified for each non-tenured/non-tenure-track faculty member.

(2) Determining Merit Increases:

a) Final Ratings: Determining annual merit increases shall be based on a three-year moving average of merit ratings received over the most recent three years of evaluation (or less for non-tenured/non-tenure-track faculty members who have not been evaluated for three years). When merit funds are not available, the Merit Pay Committee shall as, a matter of record, provide ratings that will be used in subsequent years when merit funding is made available. If no merit pay is awarded for three or more consecutive years, the moving average will be extended on a one-time basis in the first year when merit pay is again awarded to include all consecutive years in which merit pay was not awarded. Once merit pay is awarded the system reverts to the three-year moving average for subsequent years.

b) Issuance of Ratings: Following the establishment of final ratings, the Merit Pay Committee will meet with the Dean and discuss the ratings. The Dean shall, in a timely manner, conduct his or her own evaluation of each non-tenured /non-tenure-track faculty member using the criteria identified above. The final merit ratings will be determined by the Dean. The assignment of merit pay (other than funds used by the Dean for solving special salary problems) shall take into account the final merit ratings, with appropriate allowances to ensure fairness in the case of faculty who receive merit pay from more than one unit (e.g., such that merit pay is proportionate to the percentage of salary received from the College of Information Studies).

The Dean shall prepare a confidential report to the Merit Pay Committee indicating his/her final decisions. The report shall include for each faculty member their final merit rating and the amount of merit-based increases in the current year as a dollar amount. Amounts paid by other units need not be reported to the Merit Pay Committee. The Dean shall also report to the Merit Pay Committee the total dollar amount used to resolve special salary problems.
After all salary adjustments for non-tenured/non-tenure-track faculty have been reviewed by the College’s financial officer, the Dean shall provide to each non-tenured/non-tenure-track faculty member a letter stating their new salary and the dollar amount of the salary adjustment. The Dean shall also include the Merit Pay Committee’s rating in each area for the current year and for each year of the moving average, and the Dean’s final merit rating. For faculty paid by more than one unit, those salary increases will also be noted in the Dean’s letter. Faculty will also be informed of their right to meet with the Dean (and the head of any other unit from which the faculty member is paid) and to appeal the decision on their merit rating or pay allocation.

The Dean and the Merit Pay Committee may deviate from this plan only due to extenuating circumstances. If there is a deviation, the Dean and Merit Pay Committee will present the deviation and rationale to the non-tenured/non-tenure-track faculty through a written communication.

(3) **Appeals:** A faculty member choosing to appeal his or her merit rating or pay allocation shall inform the Dean, in writing, within ten calendar days of receiving his or her letter of notification of merit rating and pay allocation. The communication must specify the faculty member’s basis for appealing. An Appeals Committee consisting of the Dean, the Merit Pay Committee, and one additional non-tenured faculty member appointed by the Dean shall review the appeal within 30 calendar days. The Appeals Committee shall determine if there is any adjustment made in the merit rating or pay allocation. If there is a pay adjustment, the increase shall be entered into the University’s payroll system no later than June 30 for implementation by July 1. Decisions by the Appeals Committee shall be rendered by a simple majority in a secret ballot. Decisions by the Appeals Committee are final. The Dean will inform the affected faculty member in writing of the decision.

VI. **CONFLICTS OF INTEREST:** Merit Pay Committee members may not participate in determining merit pay ratings for themselves nor for other non-tenured faculty for whom they have a conflict of interest. Questions regarding perceived conflicts of interest shall be referred to the Dean for decision. All decisions of the Merit Pay Committee require at least two nonconflicted members. In the event that two members of the Merit Pay Committee are determined by the Dean to have a conflict of interest on any decision, the Dean shall call for an election of a new Committee.

VII. **ADMINISTRATIVE SUPPORT:** Prior to April 1, before the Merit Pay Committee meets, the Dean’s office shall provide to each member the following information:

(1) A complete list of non-tenured faculty members who are eligible for review by the Merit Pay Committee.

(2) The performance plan for each faculty member.
(3) The Faculty Activity Report (FAR) for each faculty member.
(4) A copy of the Course EvaluEUM for each course listed in each faculty member’s FAR.
(5) A current CV in the University’s required format for each faculty member. CV’s must be updated on or before March 15 of the year in which the Committee meets and provided to the Dean’s office in digital form.