This Merit Pay Review Plan can be adopted by a simple majority vote cast by secret ballot by the tenured and tenure-track faculty of the College of Information Studies. Once the procedure is in effect, amendments may be proposed at any time by any tenured or tenure-track faculty member. Amendments should be submitted in writing to the Chair of the most recently elected Merit Review Committee, and will become effective upon affirmative, secret ballot vote by a simple majority of the tenured and tenure-track faculty of the College.

The Dean allocates merit pay; the Merit Pay Committee advises the Dean. At least 80% of the merit pool shall be allocated by the Dean in a manner consistent with the ratings decided on by the Dean, as specified in this plan. Those monies will be distributed as a dollar amount. The remaining 20% of the merit pool may be used by the Dean, at his or her sole discretion, for solving special salary problems.

The Merit Pay Committee shall consist of three members. The members of the Merit Pay Committee shall be elected at the time of other annual committee elections by a majority of the tenure-track and tenured faculty in a secret ballot and insofar as possible shall include at least one tenured faculty member and at least one not-yet-tenured tenure-track faculty member. Moreover, insofar as possible the Merit Pay Committee’s composition shall reflect the gender diversity, ethnic/race diversity, and the various scholarly interests of the College. Each committee member will be appointed for a 1-year term. Insofar as possible, one member of the committee should be elected from the Merit Pay Committee for the immediately previous year (or, if that is not possible, from some recent previous year) and insofar as possible the other two members of the committee shall not have been members of the committee in the immediately previous year. Each year, the Dean shall review the makeup of the Merit Pay Committee over the previous five years to assure that a reasonable representation of faculty diversity has been achieved. If it has not, the Dean shall take appropriate action to rectify the situation.

At least one week before the committee meets, the Dean’s office shall provide to each member of the Merit Pay Committee the following input:

- A complete list of faculty members who are eligible for review by the Merit Pay Committee, including for each faculty member: the percentage of effort as determined by the faculty workload policy (or, in the first year of this policy, as determined by a process established by the Dean), and any known conflicts of interest.
- The Faculty Activity Report (FAR) for each faculty member.
- A teaching evaluation summary for each course listed in each faculty member’s FAR.
- A current CV in the University’s required format for each faculty member (updated on or after January 1 of the year in which the Committee meets). Faculty members shall provide their CV to the Dean’s office in digital form by February 15 of each year.
The Dean shall meet with the Merit Pay Committee at or prior to commencement of their deliberations to charge the Committee and to answer any questions that the Committee may have. The Merit Pay Committee shall provide merit recommendations to the Dean based its evaluations of faculty members for: (i) teaching, advising and mentoring; (ii) research, scholarship and creative activity; and (iii) service to the profession, university and the iSchool. Evaluation of each area shall be based on the following criteria, as appropriate to the percentage of effort specified for that area for each faculty member:

- **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, but are not limited to, mentoring provided to junior faculty members, professional mentoring provided to others outside the College (e.g., participation as a mentor for students or faculty at conferences), and (where appropriate) mentoring of postdoctoral scholars.

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

- **Service.** The criteria used to evaluate service shall include the extent and significance of the faculty member’s activities in the interests of the College, university, profession, and the community.

The Committee will determine faculty members’ degree of merit for each category, assigning a score on a 7-point scale for that category (where 0=very substantially below expectations, 1=substantially below expectations, 2= below expectations, 3=met expectations, 4=above expectations, 5=substantially above expectations, 6=very substantially above expectations), taking into account any adjustments to the current workload policy that apply to specific faculty members. Subsequently the scores will be combined into an overall score by multiplying each score by the percentage of effort specified for that score for that faculty member to determine the overall level of merit.

Committee members shall not participate in determining the degree of merit for themselves, nor for other faculty for whom they have a conflict of interest. Questions regarding perceived conflicts of interest should be referred to the Dean for decision. All decisions of the committee require at least two unconflicted committee members; in the event that two members of the committee are determined by the Dean to have a conflict of interest on any decision, the Dean shall call for election of a new committee.
A three-year moving average of merit ratings received over the most recent three years of evaluation (or less for faculty members who have not been evaluated for three years) will constitute the basis for determining merit increases in the current year. In years when merit funds are not made available, the Committee will meet and conduct its business as a matter of record to provide ratings that will be used in subsequent years when 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. The first Merit Pay Committee to operate under this policy shall examine the reports of previous years and use the information in those reports to compute comparable values that can appropriately be averaged with the current year’s value.

Following the establishment of the 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 tenured and tenure-track faculty member using the criteria identified above. The final merit ratings shall 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. For faculty paid by more than one unit, amounts from other units need not be reported to the Committee. If funds are retained by the Dean for solving special salary problems, these amounts need not be reported to the committee individually, but the total dollar amount shall be reported.

After all salary adjustments for tenured and tenure-track faculty have been reviewed by the College financial officer, the Dean shall provide to each tenured and tenure-track faculty member a letter stating their new salary, the dollar amount of the salary adjustment, and the rationale for the merit and/or salary adjustments (e.g., Merit Pay Committee’s rating in each area, the aggregated rating assigned by the Merit Pay Committee for the current year and for each year included in the moving average, and/or the final merit rating assigned by the Dean. For faculty paid by more than one unit, the letter should (if mutually agreeable) be provided by the faculty member’s tenure home and should separately identify increases, if any, from each unit. The letter shall include a statement informing the faculty member of their right to meet with the Dean (and, where applicable, the head of any other unit from which the faculty member is paid) and to appeal his or her decision on their merit-based increase.
The Merit Pay Committee and the Dean may deviate from this plan only in the presence of extenuating circumstances. If there is a deviation, the Dean and Merit Pay Committee will present the deviation and rationale to the tenured and tenure-track faculty through written communication.

A faculty member may choose to appeal his or her merit pay allocation by sending a letter to the Dean within ten days of receiving his or her letter of notification of merit pay allocation. The letter must specify the faculty member’s basis for appealing. An Appeals Committee consisting of the Dean, the Merit Pay Committee, and one additional tenured faculty member appointed by the Dean will review the faculty member’s request within 30 days. Two outcomes from the appeals process are possible: (1) no change in merit pay; or (2) the faculty member’s merit pay may be increased, with the increase awarded in the next year in which merit pay is available. A decision will be rendered by a simple majority in a secret ballot of the Appeals Committee, and the decision of the Appeals Committee is final. The Dean will inform the faculty member in writing of the decision.

The Dean shall periodically evaluate the salary structure of the College and consult with the Provost to address salary inequities that have developed in the College.