

**COLLEGE OF AGRICULTURE AND BIORESOURCES  
STANDARDS AND CRITERIA USED BY THE COLLEGE REVIEW COMMITTEE TO  
AWARD SPECIAL INCREASES (SI) TO FACULTY MEMBERS**

Approved by College Review Committee, June 2011

**1.0 Introduction**

This statement of standards and criteria for awarding a Special Increase to a faculty member in the College of Agriculture and Bioresources is made in accordance with the conditions set out in Section 17.1.3 of the 2010-2013 Collective Agreement between the University of Saskatchewan and the University of Saskatchewan Faculty Association. The statement is designed to be consistent with the College of Agriculture and Bioresources' Standards for Promotion and Tenure (College Standards). When the College Review Committee (CRC) is deliberating on part-time faculty members, the part-time status will be taken into account.

The CRC also performs the review of and provides recommendations for various positions funded from sources other than the operating budget (e.g. holders of Endowed Chairs, SMA Chairs). In many of these cases the required duties may be significantly different from those of faculty. This will be taken into account during the CRC's deliberations.

Faculty members are encouraged to discuss their performance with their Department Head (and possible consideration for a Special Increase) prior to the annual deliberations by the Department Salary Committee. If they feel that a case for a Special Increase can be made, they are advised to provide a written statement that makes this case to the Department Salary Committee.

**2.0 Period of review**

Faculty members may be recommended for a Special Increase either based on performance in the year preceding review or based on performance over a number of consecutive years preceding review. While there may be exceptions, in the latter case the period of review would normally be subsequent to the last year that a Special Increase was received (or less). Faculty members and the Department Head share responsibility to ensure that an appropriate period is chosen. In the event that a faculty member is being recommended based on performance other than in the most recent year, the Department Salary Committee and the CRC must be provided with a cumulative report of performance for that period in the categor(ies) on which the request for a Special Increase is based.

**3.0 Supporting Documents**

While the faculty member's annual C.V. update and the comments of the Department Salary Committee will provide much of the evidence to support a Special Increase, in some categories it may be useful for the candidate to seek and provide statements from appropriate individuals/organizations supporting excellence in that/those categories.

**4.0 Categories**

Special Increases are awarded to faculty members whose performance is greater than expected for their career stage, rank and discipline. Special Increases may be awarded for demonstrated excellence in categories as described in Article 17.2 of the Collective Agreement. Faculty members recommended for Special Increases must have also met the standard for their career stage, rank and discipline in **all** those categories required for promotion and tenure throughout the period under review. Department Salary Committee should address this latter point when recommending faculty members to the CRC for Special Increases.

The reasons for the awarding of a Special Increases are outlined in 17.1.3 of the Collective Agreement. Practice in the College of Agriculture and Bioresources is that Special Increases may be awarded for any one of the following:

- To recognize excellence in one or more of teaching, research and scholarly work, practice of professional skills, administration, extension, public service and service to professional bodies.
- To encourage junior faculty who have done particularly well at establishing themselves.
- To encourage established faculty that have undertaken new initiatives.
- To provide a salary adjustment to bring the salary of a faculty member more closely into line with the level available in comparable alternative employment requiring similar qualifications, or with the salary offered in a written offer of employment (see section 7.0).

Specific standards and criteria for most of the categories are provided in 5.0 below. Categories for Improvement in Academic Qualifications, Performance in the Full Range of Assigned Duties, and Improvement and Development as per Articles 17.2.7, 17.2.9 and 17.2.10 are as described in the Collective Agreement.

#### 5.0 Standards and Criteria for each category:

**Teaching** – To be considered for a Special Increase based on teaching a faculty member must carry at least a normal teaching load based on the individual's original or amended letter of appointment or in the absence of a defined teaching load in the letter of appointment, based on the department's determination of a normal teaching load. Demonstrated excellence will usually be reflected in the quality of teaching. This should be determined by evaluating aspects of teaching listed in the appropriate table in the College/Department Standards and the foundational documents ("Principles of Evaluation of Teaching at the University of Saskatchewan" [March 21, 2002] and "Framework for Peer Evaluation of Teaching at the University of Saskatchewan: Best Practices" [June 19, 2003]). **The faculty member and Department Salary Committee share responsibility for clearly documenting the basis on which the case is being made.** Evidence of excellence must be provided to the CRC and should as a minimum include documentation of evaluation by both peers and students as approved by the College, but may include other documentation.

Achievements that may contribute to recognition of superior teaching performance are:

- a) Obtaining a superior rating in a number of course offerings.
- b) Developing and introducing a new course or instructional form which proves to be successful after being in operation for at least two years.
- c) Superior supervision of a number of post-graduate students or post-doctoral fellows as judged by the Department Head/Graduate Chair or others.
- d) The receipt of local, national or international awards for teaching or graduate student supervision.
- e) Participation in professional development in educational practice.
- f) Excellence in teaching roles as outlined in Table II of the College Standards.
- g) Significant contributions to curriculum development.
- h) Combinations of the above.

**Research and Scholarly Work** – Both quality and quantity of research and scholarly work will be considered in evaluating whether a faculty member's performance is superior. Any of the items listed in Section 4 of the College/Department Standards may be taken into account in making this determination. **The faculty member and Department Salary Committee share responsibility**

**for clearly documenting the basis on which the case is being made.** This may include a statement on the significance of the work, contributions to multi-authored publications, etc.

Achievements that may contribute to excellence in research and scholarly work are:

- a) A particularly productive period for the norms of the discipline in those areas considered to be of importance (section 4 of the College Standards).
- b) The development, implementation and publication of the results from a unique, imaginative research project. The currency of the problem and the dispatch with which the research is accomplished will be considered.
- c) A major contribution to the faculty member's field of specialization that has had a significant impact and has brought recognition and resources to the individual, Department, College or University.
- d) Receipt of local, national or international research award(s).
- e) Receipt of particularly significant grant(s).
- f) Significant sustained funding of research.
- g) Combinations of the above.

**Practice of Professional Skills** – Both the professional practice and the research and/or scholarly work components of this assessment category will be taken into account and should reflect balance between the practice of professional skills and the research and/or scholarly work of the faculty member. **The faculty member and the Department Salary Committee share responsibility for clearly documenting the basis on which the case is being made.**

Achievements that may contribute to excellence in practice of professional skills are:

- a) A particularly productive period for the norms of the discipline in those areas considered of importance (section 5 of College Standards).
- b) Receipt of local, national or international award(s).
- c) Leadership in the profession.
- d) Combinations of the above.

**Administration** – To have demonstrated excellence, there must be evidence of one or more of an extraordinary commitment of time and effort, of leadership or other noteworthy contributions. These include those described in Articles 17.2.5 and 17.2.6 of the Collective Agreement. An important factor to be evaluated will be the extent to which the activity facilitates the teaching, research, and outreach effectiveness of one or more of the Department, College and University. A faculty member may be assigned University work that is recognized as an addition to the normal level and range of activities related to his or her position: recognition may be given to a sustained superior contribution to such assigned University work. **The faculty member and Department Salary Committee share responsibility for clearly documenting the basis on which the case is being made.** Appropriate individuals should be asked to provide a statement in support of excellence by the faculty member.

**Extension** – Demonstrated excellence in this category requires the development of an innovative approach to extension which not only results in a sound learning experience for the client, but also enhances the image of the Department, College, and the University. It may be evaluated on the basis of publications and programs prepared for extension purposes; the response of clients or audiences; peer evaluation; evidence of industry and creativity; the number and magnitude of extension undertakings; and the impact or effectiveness of the program in bringing about changes in such things as adoption of technology or altering behavior. It requires a demonstrated ability to carry out extensive and well-organized programs, repeated "demand" from clients, ability to sustain a leading role, and significant impact of the extension work on the community. **The faculty member and Department Salary Committee share responsibility for clearly documenting the basis on which the case is being made.** Appropriate individuals should be asked to provide a statement in support of excellence by the faculty member.

**Public Service** – Demonstrated excellence in public service will consist of performing a particular public service activity in a superior manner. Recognition of public service will occur insofar as such activity entails application of expertise or ability associated with the faculty member's area of expertise. Evaluation of excellence will be based on the contribution to public welfare and the effectiveness with which the individual's professional training, skills, and judgment have been applied. **The faculty member and Department Salary Committee share responsibility for clearly documenting the basis on which the case is being made.** Appropriate individuals should be asked to provide a statement in support of excellence by the faculty member. Credit for involvement in international projects may be given under this category. Public service which is essentially political in nature or a personal choice which makes minimal contribution to the image of the Department/College/University will generally not be considered.

**Service to Professional Bodies** – Measures of this contribution will consist of the number, duration and importance of offices held, participation in workshops and meetings, contribution of various types to professional journals, and extent of public relations activities which promote the faculty member's academic or professional body. Demonstrated excellence requires a major contribution to this kind of activity over several years. **The faculty member and Department Salary Committee share responsibility for clearly documenting the basis on which the case is being made.** Appropriate individuals/organizations should be asked to provide a statement in support of excellence by the faculty member.

#### **6.0 Awards and Recommendations made by CRC**

The CRC will award or recommend Special Increases based on the following guiding principles:

- a) For one (1) Special Increase:
  - Outstanding performance in at least one category, as per Section 4.0
  - Recognition of excellence at the university, national or international level
  - Compelling evidence of significant achievements
- b) For a total of two (2) Special Increases:
  - Outstanding contribution in more than one category, as per Section 4.0
  - Recognition of excellence at the national or international level in one category
  - A record of sustained, high productivity
- c) For recommendation to the PRC:
  - Contributions exceeding those above

#### **7.0 Salary Adjustment in Response to Market Pressure**

As recognized in the Collective Agreement, a faculty member may be granted a Special Increase if he or she receives an offer of employment from a comparable institution. In addition, the College of Agriculture and Bioresources considers that such salary adjustment may be made even in situations in which a written offer of alternate employment has not been received. If a faculty member's salary is clearly out of line with several alternate and reasonably similar opportunities, and has been for some time, the award of a Special Increase may be considered. The increase may not raise the salary to the level available elsewhere but will indicate the College's desire to retain the faculty member and may encourage him or her to remain at the University.

**COLLEGE OF AGRICULTURE AND BIORESOURCES  
STANDARDS AND CRITERIA USED BY THE COLLEGE SALARY COMMITTEE FOR  
DEPARTMENT HEADS AND ASSISTANT DEANS (CSCDHAD) TO AWARD  
SPECIAL INCREASES (SI) TO DEPARTMENT HEADS AND ASSISTANT DEANS**

Based on revisions to 2005 College Standards approved by College Review Committee,  
February 25 and May 20, 2011

Provisionally approved by CRC on October 26, 2011

## **1.0 Introduction**

This statement of standards and criteria for awarding a Special Increase to a Department Head or an Assistant Dean in the College of Agriculture and Bioresources is made in accordance with the conditions set out in Section 17.1.3 of the 2010-2013 Collective Agreement between the University of Saskatchewan and the University of Saskatchewan Faculty Association. The statement is designed to be consistent with the College of Agriculture and Bioresources' Standards for Promotion and Tenure (College Standards). When the College Review Committee (CRC) is deliberating on part-time faculty members, the part-time status will be taken into account.

Department Heads and Assistant Deans are encouraged to discuss their performance (and possible consideration for a Special Increase) with the Dean prior to the annual deliberations by the CSCDHAD. If they feel that a case for a Special Increase can be made, they are advised to provide a written statement that makes this case to the CSCDHAD.

## **2.0 Period of review**

Department Heads and Assistant Deans may be recommended for a Special Increase either based on performance in the year preceding review or based on performance over a number of consecutive years preceding review. While there may be exceptions, in the latter case the period of review would normally be subsequent to the last year that a Special Increase was received (or less). Department Heads and Assistant Deans and the Dean share responsibility to ensure that an appropriate period is chosen. In the event that a Department Head or Assistant Dean is being recommended based on performance other than in the most recent year, the CSCDHAD and the CRC must be provided with a cumulative report of performance for that period in the category(ies) on which the request for a Special Increase is based.

## **3.0 Supporting Documents**

While a Department Head's or Assistant Dean's annual C.V. update and the comments of the CSCDHAD will provide much of the evidence to support a Special Increase, in some categories it may be useful for the candidate to seek

and provide statements from appropriate individuals/organizations supporting excellence in that/those categories.

#### **4.0 Categories**

Special Increases are awarded to Department Heads and Assistant Deans whose performance is greater than expected for their career stage, rank and discipline. Special Increases may be awarded for demonstrated excellence in categories as described in Article 17.2 of the Collective Agreement. Department Heads and Assistant Deans recommended for Special Increases must have also met the standard for their career stage, rank and discipline in all those categories required for promotion and tenure throughout the period under review, as specified in the University of Saskatchewan job profile for Department Heads or Assistant Deans. The CSCDHAD should address this latter point when recommending Department Heads and Assistant Deans to the CRC for Special Increases.

The reasons for the awarding of a Special Increases are outlined in 17.1.3 of the Collective Agreement. Practice in the College of Agriculture and Bioresources is that Special Increases may be awarded for any one of the following:

- To recognize excellence in one or more of teaching, research and scholarly work, practice of professional skills, administration, extension, public service and service to professional bodies.
- To encourage junior faculty who have done particularly well at establishing themselves.
- To encourage established faculty that have undertaken new initiatives.
- To provide a salary adjustment to bring the salary of a faculty member more closely into line with the level available in comparable alternative employment requiring similar qualifications, or with the salary offered in a written offer of employment (see section 7.0).

Specific standards and criteria for most of the categories are provided in 5.0 below. Categories for Improvement in Academic Qualifications, Performance in the Full Range of Assigned Duties, and Improvement and Development as per Articles 17.2.7, 17.2.9 and 17.2.10 are as described in the Collective Agreement.

#### **5.0 Standards and Criteria for each category:**

**Teaching** – To be considered for a Special Increase based on teaching a Department Head or Assistant Dean must carry at least a normal teaching load based on the individual's original or amended letter of appointment or in the absence of a defined teaching load in the letter of appointment, based on the

department's determination of a normal teaching load. Demonstrated excellence will usually be reflected in the quality of teaching. This should be determined by evaluating aspects of teaching listed in the appropriate table in the College/Department Standards and the foundational documents ("Principles of Evaluation of Teaching at the University of Saskatchewan" [March 21, 2002] and "Framework for Peer Evaluation of Teaching at the University of Saskatchewan: Best Practices" [June 19, 2003]). **The Department Head or Assistant Dean and the CSCDHAD share responsibility for clearly documenting the basis on which the case is being made.** Evidence of excellence must be provided to the CRC and should as a minimum include documentation of evaluation by both peers and students as approved by the College, but may include other documentation.

Achievements that may contribute to recognition of superior teaching performance are:

- a) Obtaining a superior rating in a number of course offerings.
- b) Developing and introducing a new course or instructional form which proves to be successful after being in operation for at least two years.
- c) Superior supervision of a number of post-graduate students or post-doctoral fellows as judged by the Department Head/Graduate Chair or others.
- d) The receipt of local, national or international awards for teaching or graduate student supervision.
- e) Participation in professional development in educational practice.
- f) Excellence in teaching roles as outlined in Table II of the College Standards.
- g) Significant contributions to curriculum development.
- h) Combinations of the above.

**Research and Scholarly Work** – Both quality and quantity of research and scholarly work will be considered in evaluating whether a Department Head's or Assistant Dean's performance is superior. Any of the items listed in Section 4 of the College/Department Standards may be taken into account in making this determination. **The Department Head or Assistant Dean and the CSCDHAD share responsibility for clearly documenting the basis on which the case is being made.** This may include a statement on the significance of the work, contributions to multi-authored publications, etc.

Achievements that may contribute to excellence in research and scholarly work are:

- a) A particularly productive period for the norms of the discipline in those areas considered to be of importance (section 4 of the College Standards).
- b) The development, implementation and publication of the results from a unique, imaginative research project. The currency of the problem and the dispatch with which the research is accomplished will be considered.
- c) A major contribution to the Department Head's or Assistant Dean's field of specialization that has had a significant impact and has brought recognition and resources to the individual, Department, College or University.

- d) Receipt of local, national or international research award(s).
- e) Receipt of particularly significant grant(s).
- f) Significant sustained funding of research.
- g) Combinations of the above.

**Practice of Professional Skills** – Both the professional practice and the research and/or scholarly work components of this assessment category will be taken into account and should reflect balance between the practice of professional skills and the research and/or scholarly work of the Department Head or Assistant Dean. **The Department Head or Assistant Dean and the CSCDHAD share responsibility for clearly documenting the basis on which the case is being made.**

Achievements that may contribute to excellence in practice of professional skills are:

- a) A particularly productive period for the norms of the discipline in those areas considered of importance (section 5 of College Standards).
- b) Receipt of local, national or international award(s).
- c) Leadership in the profession.
- d) Combinations of the above.

**Administration** – To have demonstrated excellence, there must be evidence of one or more of an extraordinary commitment of time and effort, of leadership or other noteworthy contributions. These include those described in Articles 17.2.5 and 17.2.6 of the Collective Agreement. An important factor to be evaluated will be the extent to which the activity facilitates the teaching, research, and outreach effectiveness of one or more of the Department, College and University. The Department Head or Assistant Dean is responsible for clearly documenting activities undertaken relevant to the Job Profile and Accountabilities. **The Department Head or Assistant Dean and the CSCDHAD share responsibility for clearly documenting the basis on which the case is being made.**

The Dean will consult with appropriate Department, College and University members to evaluate the administrative performance of Department Heads and provide that input to the CSCDHAD. The Dean will consult with appropriate College and University members to evaluate the administrative performance of Assistant Deans and provide that input to the CSCDHAD.

**Extension** – Demonstrated excellence in this category requires the development of an innovative approach to extension which not only results in a sound learning experience for the client, but also enhances the image of the Department, College, and the University. It may be evaluated on the basis of publications and programs prepared for extension purposes; the response of clients or audiences; peer evaluation; evidence of industry and creativity; the number and magnitude of extension undertakings; and the impact or effectiveness of the program in bringing about changes in such things as adoption of technology or altering



behavior. It requires a demonstrated ability to carry out extensive and well-organized programs, repeated “demand” from clients, ability to sustain a leading role, and significant impact of the extension work on the community. **The Department Head or Assistant Dean and the CSCDHAD share responsibility for clearly documenting the basis on which the case is being made.** Appropriate individuals should be asked to provide a statement in support of excellence by the Department Head or Assistant Dean.

**Public Service** – Demonstrated excellence in public service will consist of performing a particular public service activity in a superior manner. Recognition of public service will occur insofar as such activity entails application of expertise or ability associated with the Department Head’s or Assistant Dean’s area of expertise. Evaluation of excellence will be based on the contribution to public welfare and the effectiveness with which the individual’s professional training, skills, and judgment have been applied. **The Department Head or Assistant Dean and the CSCDHAD share responsibility for clearly documenting the basis on which the case is being made.** Appropriate individuals should be asked to provide a statement in support of excellence by the Department Head or Assistant Dean. Credit for involvement in international projects may be given under this category. Public service which is essentially political in nature or a personal choice which makes minimal contribution to the image of the Department/College/University will generally not be considered.

**Service to Professional Bodies** – Measures of this contribution will consist of the number, duration and importance of offices held, participation in workshops and meetings, contribution of various types to professional journals, and extent of public relations activities which promote the faculty member’s academic or professional body. Demonstrated excellence requires a major contribution to this kind of activity over several years. **The Department Head or Assistant Dean and the CSCDHAD share responsibility for clearly documenting the basis on which the case is being made.** Appropriate individuals/organizations should be asked to provide a statement in support of excellence by the Department Head or Assistant Dean.

## 6.0 Awards and Recommendations made by CRC

The CRC will award or recommend Special Increases based on the following guiding principles:

- a) For one (1) Special Increase:
  - Outstanding performance in at least one category, as per Section 4.0
  - Recognition of excellence at the college, university, national or international level
  - Compelling evidence of significant achievements
- b) For a total of two (2) Special Increases:
  - Outstanding contribution in more than one category, as per Section 4.0

- Recognition of excellence at the national or international level in one category
  - A record of sustained, high productivity
- c) For recommendation to the PRC:
- Contributions exceeding those above

## **7.0 Salary Adjustment in Response to Market Pressure**

As recognized in the Collective Agreement, a faculty member may be granted a Special Increase if he or she receives an offer of employment from a comparable institution. In addition, the College of Agriculture and Bioresources considers that such salary adjustment may be made even in situations in which a written offer of alternate employment has not been received. If a faculty member's salary is clearly out of line with several alternate and reasonably similar opportunities, and has been for some time, the award of a Special Increase may be considered. The increase may not raise the salary to the level available elsewhere but will indicate the College's desire to retain the faculty member and may encourage him or her to remain at the University.

## **8.0 Structure of the CSCDHAD**

The Committee will be chaired by the Dean and shall consist of the chair and a minimum of three department heads and/or Assistant Deans, as per Article 17.3.3., to be selected annually whenever possible. A committee member whose own case is considered shall still participate on the committee, except when their own case is considered or if there is a conflict of interest. In that case, they will be excluded from the proceedings of the committee.

**DEPARTMENT OF BIORESOURCE POLICY BUSINESS & ECONOMICS**  
**STANDARDS FOR SALARY REVIEW AND THE AWARD OF SPECIAL INCREASES**

**Revised November 8, 2011<sup>1</sup>**

**1. Introduction**

This statement of standards and criteria for awarding a Special Increase to a faculty member in the Department of Bioresource Policy, Business & Economics in the College of Agriculture and Bioresources is made in accordance with the conditions set out in Section 17.1.3 of the 2010-2013 Collective Agreement between the University of Saskatchewan and the University of Saskatchewan Faculty Association. The statement is designed to be consistent with the both the Department of Bioresource Policy, Business & Economics, and the College of Agriculture and Bioresources' Standards for Promotion and Tenure (College Standards). When the College Review Committee (CRC) is deliberating on part-time faculty members, the part-time status will be taken into account.

The CRC also performs the review of and provides recommendations for various positions funded from sources other than the operating budget (e.g. holders of Endowed Chairs, SMA Chairs). In many of these cases the required duties may be significantly different from those of faculty. This will be taken into account during the CRC's deliberations.

Faculty members are encouraged to discuss their performance with their Department Head (and possible consideration for a Special Increase) prior to the annual deliberations by the Department Salary Committee. If they feel that a case for a Special Increase can be made, they are advised to provide a written statement that makes this case to the Department Salary Committee.

**2. Structure of Department Salary Review Committee (DSC)<sup>2</sup>**

The DSC will consist of **three** department faculty members **and** the Head. The normal length of appointment is two years. The Head will chair the DSC. All probationary, tenured, continuing status and limited term faculty members are eligible for appointment to the DSC provided that i) the term appointment is for more than one academic year; ii) there is at least another academic year remaining in the appointment at the time of appointment to the committee; and iii) the faculty member held an appointment in the department during the academic year. Faculty who have served on the DSC in two consecutive years are not eligible for appointment to the DSC in a third consecutive year.

*Appointment of DSC Members:* Where possible, the three appointed members of the DSC will be drawn from across all ranks of eligible faculty, i.e. 1 Assistant Professor or Lecturer, 1

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<sup>1</sup>Approved at a meeting of the Department of Bioresource Policy, Business & Economics on June 10 2011  
Approved by the College Review Committee on October 26, 2011

<sup>2</sup>The structure of the departmental DSC will be consistent with Article 17.3.1 of the 2010-13 Collective Agreement or subsequent amendments to the Collective Agreement

Associate Professor, 1 Full Professor, with DSC membership roughly proportional to the faculty complement across ranks<sup>3</sup>.

Appointments to the DSC will **rotate alphabetically** through each of rank of faculty (see Appendix A). Faculty on leave (sabbaticals, etc) when they would normally rotate onto the committee will instead rotate onto the committee following the period of leave<sup>4</sup>. Appointments will be staggered so that the appointment of one DSC member (in addition to the Head) always carries over to the next year.

*Conflict of Interest:* Members will be excused from deliberations of a specific case when in a conflict of interest. DSC members are expected to disclose any potential conflict of interest to the committee, and the committee has the right to exclude members from the deliberations of specific cases due to perceived conflicts of interest. Conflict of interest includes, but may not be limited to, deliberation of the DSC member's own case or that of a family member and may include a faculty members' case with whom the DSC member has an active collaboration. When individuals are excused from DSC deliberations due to conflict of interest, the remaining DSC members will conduct the deliberations relevant to the case at hand.

### **3. DSC Procedures for Awarding and Recommending Special Increases**

The following *Principles for the Award of Special Increases* will guide the deliberations, procedures and decisions of the DSC:

1. The award of a Special Increase is to recognize excellence in one or more of the categories defined by the collective agreement<sup>5</sup>. Consistent with the practice in the College of Agriculture and Bioresources, Special Increases may be awarded or recommended:
  - To recognize excellence in one or more of teaching, research and scholarly work, practice of professional skills, administration, extension, public service and service to professional bodies
  - To encourage junior faculty who have done particularly well at establishing themselves
  - To encourage established faculty that have undertaken new initiatives
  - To provide a salary adjustment to bring the salary of a faculty member more closely in line with the level available in comparable alternative employment requiring similar qualifications, or with the salary offered in a written offer of employment.
2. Explicit consideration will be made of the individual's rank and career stage. For example,

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<sup>3</sup>Where two or less faculty occupy a rank, the rank will be combined with an adjacent rank for purposes of determining SRC membership.

<sup>4</sup>Appointment to the SRC during the first year of operation (2011) will be made by random draw across eligible faculty (1 Full Professor, 1 Associate Professor, 1 randomly drawn). In subsequent years, the Full and Associate Professor SRC members will proceed from these alphabetically from these faculty, with at least one of these initial appointments serving for 2 years to facilitate staggering of SRC membership. See Appendix A.

<sup>5</sup>These include: teaching, research and scholarly work, practice of professional skills, extension work, extra university work, public service, administration, improvement in academic qualifications, offer of employment from a comparable institution; improvement and development in any category.

standards are higher for tenured than for probationary faculty, for Full Professors than Assistant Professors.

3. The relative weighting of each of the categories of teaching, research, professional practice, and administrative/public service in a consideration for a Special Increase will take into account their relative weighting in a faculty member's Assignment of Duties, and/or original or amended letter of appointment.
4. The award of a Special Increase requires that evidence be presented to substantiate the quality of the faculty member's performance. Faculty members are expected to take an active role in gathering such information; they have the responsibility to notify the Head by the end of the review period (June 30) if they wish the Head to assist in gathering the relevant information.
5. The DSC will take into consideration performance in all relevant categories when awarding or recommending Special Increases.
6. Faculty members awarded or recommended for Special Increases must have also met the standard for their career, rank and discipline in **all** those categories required for promotion and tenure through the period under review.
7. Faculty members may be recommended for a Special Increase either based on performance in the year preceding review or based on performance over a number of consecutive years preceding review. While there may be exceptions, in the latter case the period of review would normally be subsequent to the last year that a Special Increase was received (or less). A faculty member can initiate a cumulative case encompassing previous years by request. In the event that a faculty member is being considered based on performance other than the most recent year, the DSC must be provided with a cumulative report of performance for that period in the category/categories relevant to the case.

The following *procedures* shall be followed by the DSC:

*Distribution of information:* The Head will circulate to DSC members the CV update information, official student and peer teaching evaluations, and any additional supporting material provided by each eligible faculty member.

*Ranking Procedure:* Based on the merit money available to the department, the Head will inform the DSC of the number of potential Special Increments available to the department in a given year. Each DSC member (including the Head) will independently rank all faculty (with the exception of cases in which there is a conflict of interest) based on the information provided. Each DSC member will provide their rankings to the Head who will compute the average ranking for each faculty member, disseminate information on the top ranked faculty to all DSC members or the full ranking as appropriate (bearing in mind that additional merit cases can be submitted to the College Review Committee), and call for a meeting to discuss the rankings.

**DSC discussions are confidential.**

DSC members can request that the Head obtain additional information or clarification from a faculty member regarding the case for a Special Increase, either before or subsequent to the meeting of the DSC.

If there is DSC agreement regarding the averaged rankings, then these will form the basis for the final determination regarding the awarding and recommendation of Special Increases.

If there is disagreement regarding the averaged rankings, the DSC will try to reach consensus through further deliberation and seeking further information and/or clarification from those

whose cases are at issue. In the event that consensus cannot be reached on all cases following these measures, the original averaged rankings for the disputed cases will form the basis for the final determination regarding the awarding and recommendation of Special Increases.

*Award or Recommendation of Special increases:* The DSC will establish an overall ranking of individuals and identify the categories for which the ranking is based (e.g. teaching, research and scholarly work, professional practice, extension, administration, etc). The highest ranked individuals will be identified and recognized through the award of a Special Increase and may be recommended to the CRC for an additional Special Increase.

#### **The DSC may award or recommend Special Increases in 0.5 or 1 full increments**

Consistent with the Article 18.2.4.2.iv.of the Collective Agreement at least 2/3 of the available Special Increase monies awarded by the DSC must normally be in the form of full increments

The overall guiding principles for awarding and recommending Special Increases will be:

- a) For the DSC to award one (1) Special Increase:
  - Outstanding performance in one category (as per section 3)
  - Recognition of excellence at the university, national or international level
  - Compelling evidence of significant achievements
- b) For the DSC to recommend the award of an **additional** Special Increase to the College Review Committee, (i.e. in addition to an award at the Departmental level):
  - Outstanding contribution in more than one category, as per section 3
  - Recognition of excellence at the national or international level, as per Section 3
  - A record of sustained productivity
- c) Individuals who were deemed worthy of a Special Increase of 0.5 or 1 full increment at the department level but for which there were insufficient funds available may be recommended by the DSC to the College Review Committee for a Special Increase.

#### **4. Standards and Criteria for each category**

**Teaching:** To be considered for a Special Increase based on teaching a faculty member must carry at least a normal teaching load. Demonstrated excellence will usually be reflected in the quality of teaching. This should be determined by evaluating aspects of teaching listed in the appropriate table in the College/Departmental Standards and the foundational documents (“Principles of Evaluation of Teaching at the University of Saskatchewan [March 21, 2002] and “Framework for Peer Evaluation of Teaching at the University of Saskatchewan: Best Practices [June 19 2003]). **The faculty member has primary responsibility for clearly documenting the basis on which the case is being made. The Head should assist in providing additional documentation.** Evidence of excellence must be provided to the DSC and should include documentation of evaluation by both peers and students as approved by the College of Agriculture and Bioresources, but may include other documentation.

Achievements that may contribute to recognition of superior teaching performance are:

- a) Obtaining a superior rating in a number of course offerings.
- b) Developing and introducing a new course or instructional form which proves to be successful after being in operation for at least two years

- c) Significant contributions to curriculum development
- d) Superior supervision of a number of post-graduate students or post-doctoral fellows as judged by the Department Head/Graduate Chair or others.
- e) The receipt of local, national or international awards for teaching or graduate student supervision
- f) Participation in professional development in educational practice.
- g) Excellence in teaching roles as outlined in Table II of the Departmental and College Standards.
- h) Combinations of the above.

**Research and Scholarly Work** – Both quality and quantity of research and scholarly work will be considered in evaluating whether a faculty member’s performance is superior. Any of the items listed in Section 4 of the College/Department Standards may be taken into account in making this determination. **The faculty member has primary responsibility for clearly documenting the basis on which the case is being made. The Head may assist in providing additional documentation.** This may include a statement on the significance of the work, contributions to multi-authored publications, evidence of peer review, evidence of impact/contribution, etc.

Achievements that may contribute to excellence in research and scholarly work are:

- a) A particularly productive period for the norms of the discipline in the areas considered to be of importance (section 4 of the Department standards for Tenure and Promotion)
- b) Evidence of significant peer reviewed research output both in terms of quality and quantity
- c) Evidence of significant research leadership at a national or international level
- d) The development, implementation and publication of the results from a unique, imaginative research project. The currency of the problem and the dispatch with which the research is accomplished will be considered
- e) A major contribution to the faculty member’s field of specialization that has had a significant impact and has brought recognition and resources to the individual, Department, College, or University
- f) Receipt of local, national or international research award(s)
- g) Significant sustained funding of research
- h) Combinations of the above

**Practice of Professional Skills** - Both the professional practice and the research and/or scholarly work components of this assessment category will be taken into account and should reflect the balance between the practice of professional skills and the research and/or scholarly work of the faculty member. **The faculty member has primary responsibility for clearly documenting the basis on which the case is being made. The Head may assist in providing additional documentation.**

Achievements that may contribute to excellence in practice of professional skills are:

- a) A particularly productive period for the norms of the discipline in those areas considered to be of importance (section 5 of the Department Standards for Tenure and Promotion).
- b) Receipt of local, national or international award(s)
- c) Leadership in the profession;
- d) Combinations of the above

**Administration** – To have demonstrated excellence, there must be evidence of one or more of an extraordinary commitment of time and effort, of leadership or other noteworthy contributions. These contributions include those described in Article 17.2.5 of the Collective Agreement. An important factor to be evaluated will be the extent to which the activity facilitates the teaching, research, and outreach effectiveness of one or more of the Department, College and University. A faculty member may be assigned University work that is recognized as an addition to the normal level and range of activities related to his or her position: recognition may be given to a sustained superior contribution to such assigned University work. **The faculty member has primary responsibility for clearly documenting the basis on which the case is being made. The Head may assist in providing additional documentation.** Appropriate individuals should be asked to provide a statement in support of excellence by the faculty member.

**Extension** – Demonstrated excellence in this category requires the development of an innovative approach to extension which not only results in a sound learning experience for the client, but also enhances the image of the Department, College, and/or University. It may be evaluated on

the basis of publications and programs prepared for extension purposes; the response of clients or audiences; peer evaluation; evidence of industry and creativity; the number and magnitude of extension undertakings; and the impact or effectiveness of the program in bringing about changes in such things as adoption of technology and altering behaviour or business management practices. It requires a demonstrated ability to carry out extensive and well-organized programs, repeated “demand” from clients, ability to sustain a leading role, and significant impact of extension work on the community. **The faculty member has primary responsibility for clearly documenting the basis on which the case is being made. The Head may assist in providing additional documentation.** Appropriate individuals should be asked to provide a statement in support of excellence by the faculty member

**Extra University Work and Public Service** (including Service to Professional Bodies). Demonstrated excellence in public service will consist of performing a particular public service activity in a superior manner. Recognition of public service will occur insofar as such activity entails application of expertise or ability associated with the faculty member’s area of expertise. Evaluation of excellence will be based on the contribution to public welfare and the effectiveness with which the individual’s professional training, skills and judgement have been applied. Service to professional bodies will be evaluated on the basis of the number, duration and importance of offices held, participation in workshops and meetings, contribution of various types to professional journals, and extent of public relations activities which promote the faculty member’s academic or professional body. Demonstrated excellence requires a major contribution to this kind of activity over several years. Credit for involvement in international projects may be given under this category. **The faculty member has primary responsibility for clearly**



**documenting the basis on which the case is being made. The Head may assist in providing additional documentation.** Appropriate individuals should be asked to provide a statement in support of excellence by the faculty member. Public service which is essentially political in nature or a personal choice which makes minimal contribution to the image of the Department/College/University will generally not be considered.

#### **Offer of Employment or Salary Adjustment in Response to Market Pressures**

As recognized in the Collective Agreement, a faculty member may be granted a Special Increase if he or she receives an offer of employment from a comparable institution. While normally the Department would require evidence of a written offer of alternative employment, the Department recognizes that in exceptional circumstances such salary adjustments may be made even in situations in which a written offer of alternate employment has not been received. If a faculty member's salary is clearly out of line with several alternate, reasonably similar, and documentable opportunities, and has been for some time, the award or a Special Increase may be considered. The increase may not raise the salary to the level available elsewhere but will indicate the Department's desire to retain the faculty member and encourage him or her to remain at the University.

**Improvement in Academic Qualifications** – As recognized in the Collective Agreement, a faculty member may be granted a Special Increase on the basis of an improvement in academic qualifications. The improvement in academic qualifications must enhance the faculty member's performance in the areas of teaching, research and scholarly work, administration and/or practice

of professional skills. **The faculty member has primary responsibility for clearly documenting the basis on which the case is being made. The Head may assist in providing additional documentation.**

**Improvement and Development** – As recognized in the Collective Agreement, a faculty member may be granted a Special Increase on the basis of a significant improvement or development in any of the categories listed above. Indicators of significant improvement and development will be as outlined in the categories listed above. **The faculty member has primary responsibility for clearly documenting the basis on which the case is being made. The Head may assist in providing additional documentation.**

*For at least the first three years annually, and thereafter periodically, these salary standards will be reviewed by the DSC and discussed at a department meeting. The DSC shall bring any recommendations for amendments to the procedures or criteria outlined in these standards to a department meeting for discussion and decision. Any department approved amendments will be put forward to the CRC for final approval prior to implementation, as per Article 17.4.1(ii) of the Collective Agreement.*

**Appendix A: FACULTY MEMBERS BY RANK, ALPHABETICALLY, July 1 2011**

DSC membership:

- Department Head plus one eligible representative from each of the categories listed below
- Eligibility to be determined as per section 1 (Structure of Salary Review Committee)
- Faculty on leave (medical, sabbatical, administrative, secondment) will return to the rotation once the period of leave is completed
- This list will be updated as appropriate to reflect promotions, departures or new hires

**ASSISTANT PROFESSORS & LECTURERS**

Cakir, Metin (Term faculty, eligible 2012 & 2013)

Micheels, Eric (Term faculty, eligible 2012, 2013 & 2014)

Robinson, Wayne (Term faculty, eligible 2012 & 2013)

**ASSOCIATE PROFESSORS**

Allen, Tom

Belcher, Ken

Hesseln, Hayley

Jackson, Clayton

Natcher, David

Nolan, James

Roy, Rob

**FULL PROFESSORS**

Brown, Bill (Head, 2012-2017)

Furtan, Hartley (Medical Leave)

Gray, Richard

Hobbs, Jill

Kerr, Bill

Kulshreshtha, Suren

Rosaasen, Ken

Schoney, Dick

**COLLEGE OF AGRICULTURE AND BIORESOURCES  
STANDARDS AND CRITERIA USED BY THE SOIL SCIENCE DEPARTMENTAL SALARY  
COMMITTEE (DSC) TO AWARD SPECIAL INCREASES (SI) TO FACULTY MEMBERS**

Approved by College Review Committee \_\_\_\_\_

In this version, all proposed changes to the CRC version have been incorporated as well as several DSC-specific additions. DSC additions are shown in blue.

**1.0 Introduction**

This statement of standards and criteria for awarding a Special Increase to a faculty member in the Department of Soil Science is made in accordance with the conditions set out in Section 17.1.3 of the 2010-2013 Collective Agreement between the University of Saskatchewan and the University of Saskatchewan Faculty Association. The statement is designed to be consistent with the College of Agriculture and Bioresources' Standards for Promotion and Tenure (College Standards). When the Soil Science Departmental Salary Committee (DSC) is considering recommending a faculty member to the College Review Committee, any college-specific criteria will be considered. In addition, when the DSC is deliberating on part-time faculty members, the part-time status will be taken into account. Hereafter, when reference is made to the DSC "awarding a Special Increase", this should be interpreted as "awarding and/or recommending for a Special Increase", recognizing both functions of the DSC with regards to Special Increases.

The DSC also performs the review of and provides recommendations for various positions funded from sources other than the operating budget (e.g. holders of Endowed Chairs, SMA Chairs). In many of these cases the required duties may be significantly different from those of faculty. This will be taken into account during the CRC's deliberations.

Faculty members are encouraged to discuss their performance with their Department Head (and possible consideration for a SI) prior to the annual deliberations by the DSC. If they feel that a case for a SI can be made, they are advised to provide a written statement that makes this case to the DSC.

**2.0 Period of review**

Faculty members may be recommended for a SI either based on performance in the year preceding review or based on performance over a number of consecutive years preceding review. While there may be exceptions, in the latter case the period of review would normally be subsequent to the last year that a SI was received (or less). Faculty members, DSC members, and the Department Head share responsibility to ensure that an appropriate period is chosen. In the event that a faculty member is being recommended based on performance other than in the most recent year, the DSC and the CRC must be provided with a cumulative report of performance for that period in the categor(ies) on which the request for a SI is based.

**3.0 Supporting Documents**

While the faculty member's annual C.V. update and the comments of the DSC will provide much of the evidence to support a SI, in some categories it may be useful for the candidate to seek and provide statements from appropriate individuals/organizations supporting excellence in that/those categories.

#### 4.0 Categories

SIs are awarded to faculty members whose performance is greater than expected for their career stage, rank and discipline. In the Department of Soil Science, SIs may be awarded for demonstrated excellence in any ONE of the TEN categories as described in Article 17.2 of the Collective Agreement. Faculty members recommended for SIs must have also met the standard for their career stage, rank and discipline in **all** those categories required for promotion and tenure throughout the period under review. ~~Department Salary Committee should address this latter point when recommending faculty members to the CRC for Special Increases.~~

The reasons for the awarding of a SI are outlined in 17.1.3 of the Collective Agreement. Practice in the Department of Soil Science and the College of Agriculture and Bioresources is that SIs may be awarded for any one of the following:

- To recognize excellence in one or more of teaching, research and scholarly work, practice of professional skills, administration, extension, public service and service to professional bodies.
- To encourage junior faculty who have done particularly well at establishing themselves.
- To encourage established faculty that have undertaken new initiatives.
- To provide a salary adjustment to bring the salary of a faculty member more closely into line with the level available in comparable alternative employment requiring similar qualifications, or with the salary offered in a written offer of employment (see section 7.0).

Specific standards and criteria for most of the categories are provided in 5.0 below. Categories for Improvement in Academic Qualifications, Performance in the Full Range of Assigned Duties, and Improvement and Development as per Articles 17.2.7, 17.2.9 and 17.2.10 are as described in the Collective Agreement.

#### 5.0 Standards and Criteria for each category:

**Teaching** – To be considered for a SI based on teaching a faculty member must carry at least a normal teaching load based on the individual's original or amended letter of appointment or in the absence of a defined teaching load in the letter of appointment, based on the department's determination of a normal teaching load. Demonstrated excellence will usually be reflected in the quality of teaching. This should be determined by evaluating aspects of teaching listed in the appropriate table in the College/Department Standards and the foundational documents ("Principles of Evaluation of Teaching at the University of Saskatchewan" [March 21, 2002] and "Framework for Peer Evaluation of Teaching at the University of Saskatchewan: Best Practices" [June 19, 2003]). **The faculty member and DSC share responsibility for clearly documenting the basis on which the case is being made.** Evidence of excellence must be provided to the DSC and should as a minimum include documentation of evaluation by both peers and students as approved by the College, but may include other documentation.

Achievements that may contribute to recognition of superior teaching performance are:

- a) Obtaining a superior rating in a number of course offerings.\*
- b) Developing and introducing a new course or instructional form which proves to be successful after being in operation for at least two years.
- c) Superior supervision of a number of post-graduate students or post-doctoral fellows.\* ~~as judged by the Department Head/Graduate Chair or others.~~
- d) The receipt of local, national or international awards for teaching or graduate student supervision.
- e) Participation in professional development in educational practice.

- f) Excellence in teaching roles as outlined in Table II of the College Standards.
- g) Significant contributions to curriculum development.
- h) Combinations of the above.

\* These criteria may require additional evidence if used as basis for recommendation to the College Review Committee. See College Standards for detail.

**Research and Scholarly Work** – Both quality and quantity of research and scholarly work will be considered in evaluating whether a faculty member's performance is superior. Any of the items listed in Section 4 of the College/Department Standards may be taken into account in making this determination. **The faculty member and DSC share responsibility for clearly documenting the basis on which the case is being made.** This may include a statement on the significance of the work, contributions to multi-authored publications, etc.

Achievements that may contribute to excellence in research and scholarly work are:

- a) A particularly productive period for the norms of the discipline. ~~\* in those areas considered to be of importance (section 4 of the College Standards).~~
- b) The development, implementation and publication of the results from a unique, imaginative research project. ~~\* The currency of the problem and the dispatch with which the research is accomplished will be considered.~~
- c) A major contribution to the faculty member's field of specialization that has had a significant impact. ~~\* and has brought recognition and resources to the individual, Department, College or University.~~
- d) Receipt of local, national or international research award(s).
- e) Receipt of particularly significant grant(s).
- f) Significant sustained funding of research.
- g) Combinations of the above.

\* These criteria may require additional evidence if used as basis for recommendation to the College Review Committee. See College Standards for detail.

**Practice of Professional Skills** – Both the professional practice (including educational practice) and the research and/or scholarly work components of this assessment category will be taken into account and should reflect balance between the practice of professional skills and the research and/or scholarly work of the faculty member. **The faculty member and the DSC share responsibility for clearly documenting the basis on which the case is being made.**

Achievements that may contribute to excellence in practice of professional skills are:

- a) A particularly productive period for the norms of the discipline in those areas considered of importance (section 5 of College Standards).
- b) Receipt of local, national or international award(s).
- c) Leadership in the profession.
- d) Combinations of the above.

**Administration** – To have demonstrated excellence, there must be evidence of one or more of an extraordinary commitment of time and effort, of leadership or other noteworthy contributions. These include those described in Articles 17.2.5 and 17.2.6 of the Collective Agreement. An important factor to be evaluated will be the extent to which the activity facilitates the teaching, research, and outreach effectiveness of one or more of the Department, College and University. A faculty member may be assigned University work that is recognized as an addition to the normal level and range of activities related to his or her position: recognition may be given to a sustained superior contribution to such assigned University work. **The faculty member and DSC share responsibility for clearly documenting the basis on which the case is being made.** Appropriate individuals should be asked to provide a statement in support of excellence by the faculty member.

**Extension** – Demonstrated excellence in this category requires the development of an innovative approach to extension which not only results in a sound learning experience for the client, but also enhances the image of the Department, College, and the University. It may be evaluated on the basis of publications and programs prepared for extension purposes; the response of clients or audiences; peer evaluation; evidence of industry and creativity; the number and magnitude of extension undertakings; and the impact or effectiveness of the program in bringing about changes in such things as adoption of technology or altering behavior. It requires a demonstrated ability to carry out extensive and well-organized programs, repeated “demand” from clients, ability to sustain a leading role, and significant impact of the extension work on the community. **The faculty member and DSC share responsibility for clearly documenting the basis on which the case is being made.** Appropriate individuals should be asked to provide a statement in support of excellence by the faculty member.

**Public Service** – Demonstrated excellence in public service will consist of performing a particular public service activity in a superior manner. Recognition of public service will occur insofar as such activity entails application of expertise or ability associated with the faculty member’s area of expertise. Evaluation of excellence will be based on the contribution to public welfare and the effectiveness with which the individual’s professional training, skills, and judgment have been applied. **The faculty member and DSC share responsibility for clearly documenting the basis on which the case is being made.** Appropriate individuals should be asked to provide a statement in support of excellence by the faculty member. Credit for involvement in international projects may be given under this category. Public service which is essentially political in nature or a personal choice which makes minimal contribution to the image of the Department/College/University will generally not be considered.

**Service to Professional Bodies** – Measures of this contribution will consist of the number, duration and importance of offices held, participation in workshops and meetings, contribution of various types to professional journals, and extent of public relations activities which promote the faculty member’s academic or professional body. Demonstrated excellence requires a major contribution to this kind of activity over several years. **The faculty member and DSC share responsibility for clearly documenting the basis on which the case is being made.** Appropriate individuals/organizations should be asked to provide a statement in support of excellence by the faculty member.

## 6.0 Awards made by DSC

The DSC will recommend SI based on performance in any one of the ten categories listed outlined in section 17.2 of the USFA Collective Agreement. Evidence of excellent or superior performance for the categories outlined in section 5.0 (above) mirrors the standards and criteria developed and approved by the College Review Committee. However, the DSC will consider all evidence pertaining to any of the categories in the Collective Agreement.

To reiterate, the faculty member and DSC **share** responsibility for clearly documenting the basis on which the case is being made, particularly where the case is being submitted to the CRC for further consideration.

The overall guiding principles for awarding of Special Increases will be:

- a) To recommend one SI (either from the DSC or from the CRC, when insufficient SI are available), the DSC will evaluate whether the faculty member has compelling evidence of one or more of the following:
  - Outstanding performance in one category (section 5.0 above and/or 17.2 of Collective Agreement)
  - Recognition of excellence at the university, national or international level
  - Compelling evidence of significant achievements

- b) To recommend an individual to the CRC for a second (and possibly third) SI, the DSC will evaluate whether the faculty member has compelling evidence of one or more of the following:
- Outstanding performance in more than one category OR extraordinary/exceptional performance in any one category
  - Recognition of excellence at the national or international level in one category, as per Section 5.0
  - A record of sustained, high level of productivity

## **7.0 Salary Adjustment in Response to Market Pressure**

As recognized in the Collective Agreement, a faculty member may be granted a SI if he or she receives an offer of employment from a comparable institution. In addition, the College of Agriculture and Bioresources considers that such salary adjustment may be made even in situations in which a written offer of alternate employment has not been received. If a faculty member's salary is clearly out of line with several alternate and reasonably similar opportunities, and has been for some time, the award of a SI may be considered. The increase may not raise the salary to the level available elsewhere but will indicate the College's desire to retain the faculty member and may encourage him or her to remain at the University.

### **Structure of the Soil Science Departmental Salary Committee**

The Departmental Salary Committee will be comprised of the Department Head (committee chair) and three additional eligible faculty members (eligibility terms identified in 17.3.1 of Collective Agreement). These three committee members will be selected randomly from those who are: a) not on leave and b) not concurrently serving on the CRC or PRC. Whenever possible, committee membership will change annually and will be reviewed in a departmental staff meeting as part of the annual discussion of assignment of duties.

