

Edwards School of Business, College Review Committee


Guidelines and Procedures for Awarding Special Increases

Principles

The University of Saskatchewan requires fair and equitable standards of review for each Department and for the School as a whole. The College Review Committee (CRC) will follow these principles in determining special increases:

- Performance in a category (teaching, research, service) is not achieved at the expense of performance in another category
- The paramount concern of the CRC is examining the equity throughout the Edwards School and ensuring fairness in the application of Departmental Standards
- The CRC reviews decisions made by Departments to ensure fair and equitable decisions via the application of each Department's own approved Guidelines and Procedures
- The CRC shall not in any way overturn Departmental decisions, but the CRC may return decisions back to the Departmental level for reconsideration

Procedures



The Procedure is that Department Heads will appear to discuss each file, and the CRC will review submissions. An important role for the CRC is to identify inequities across departments and recalibrate merit by using the Special Increases allocated to the CRC. The CRC shall also make recommendations to the President's Review Committee.

The CRC will operate by majority vote prevailing.

The Chair (Dean) votes only to break a tie.

The Associate Dean Academic is a voting member of the CRC.

If there is an actual or perceived conflict of interest, the member of the CRC will absent themselves while a file is discussed.

Department members will participate in deliberations and vote unless their own file is discussed or there is an actual or perceived conflict of interest.

At the conclusion of CRC deliberations, the CRC may provide feedback to Departments about their standards, and suggest changes that improve fairness, equity, and transparency.

Faculty members have the right of appeal only to the President's Review Committee.



**Edwards School of Business
Department Heads**

Standards and Procedures for Awarding Special Increases

Approved by CRC July 6, 2011

For the purposes of this document, three main categories of performance are established: (1) teaching, (2) research and scholarly work, and (3) university and public service. These categories are designed to incorporate the bases for special increases identified in Article 17.2 of the collective agreement (with the exception of Article 17.2.8 – Offer of Employment from a Comparable Institution, which would be handled separately – see Appendix A).

The guiding principle for these standards for awarding special increases to department heads in Edwards School of Business, and one that has been enshrined in practice for many years, is that special increases should not be awarded when accomplishments in one performance category have been achieved at the expense of expected performance in any of the other main categories. Therefore the Department Head Salary Committee (DHSC) will examine information in all relevant performance categories when deciding on special increases.

At the Department Head level, all candidates will be ranked based on their achievements in the three main categories. The DHSC will then allocate full or a half special increments based on the ranking (the 2011-2013 U of S and USFA Collective Agreement states that Salary Committees must award at least two-thirds of their special increase funds as full increments.) Once the DHSC has made its decisions regarding the funds at its disposal, it may then make recommendations of two kinds to the College Review Committee. The first recommendation would be for a special increase to be awarded to a department head deemed deserving, but who could not be allocated a special increment by the DHSC due to the depletion of funds. The second type of recommendation would be for an additional special increase for those candidates who were awarded a special increase by the DHSC, but who are deemed to deserve more.

The collective agreement requires that all department heads be considered each year for special increases. Pursuant to Article 17.1.3.1, the process for collecting information is that each department head will submit a CV update (Form 1 – see Appendix B) covering the period since receiving their last special increase along with any other information they wish to submit, to the Dean by September 1. They should also submit a full, up-to-date CV (up to June 30). In a cover letter, department heads should indicate which of the ten categories (see Article 17.2 of the Collective Agreement and Appendix A) for the award of special increases they believe to be particularly pertinent to their cases. They may cite more than one category (see Appendix C for a list of considerations for special salary increases). Department heads are expected to provide sufficient evidence to support their case for a special increase. Such supporting evidence could include student teaching evaluations, peer teaching evaluations, journal article acceptance letters, journal rankings, percentage contribution of each author, notification of awards or other letters of recognition, and so on.

The submissions from department heads will then be circulated to the Department Head Salary Committee, which will consist of all department heads and will be chaired by the Dean. Individual department heads will not vote on their own cases and will not be present when their submissions are discussed. The DHSC will rank the candidates and allocate the available special increments accordingly. Following that, recommendations for further increments may be made to the College Review Committee.

APPENDIX C: TEACHING, RESEARCH AND SERVICE CONSIDERATIONS FOR SPECIAL SALARY INCREASES

The information provided by the candidate must pertain only to the period under review. The period under review extends from the period in which the department head last received a special increase until June 30 of the most recent academic year. If the period of review is longer than one year, accomplishments are cumulative from the beginning of the review period.

(1) Teaching

(a) Teaching Performance:

- a1. Teaching evaluations
- a2. Peer teaching evaluations
- a3. Other evidence of teaching performance

(b) Teaching Contributions:

- b1. Number of different courses taught
- b2. New course development
- b3. Graduate teaching
- b4. Honours supervision
- b5. M.Sc. or Ph.D supervision
- b6. Masters or Ph.D committee
- b7. Overload teaching
- b8. Other (describe below)

(c) Teaching Awards:

- c1. Undergrad, MBA, MPacc
- c2. USSU, Provost's Award
- c3. Master teacher
- c4. 3M Scholar

(2) Research and Scholarly Work

(a) Refereed Journal Articles:

a1. Provide evidence of Journal Quality and percentage contribution, if coauthored

(b) Books and Chapters in Books:

b1. Describe the peer review process (if any), contribution of each author, and scope of work (for subsequent editions)

(c) Conference Papers:

c1. Describe whether the conference was peer reviewed or invited, and whether the whole paper was published in the proceedings or just an abstract

(d) Other Papers:

d1. Papers in non-refereed or professional journals

d2. Technical reports relevant to academic field

d3. Published book reviews

d4. List and describe any other written material

(e) Research Grants

e1. Describe the grant and your role in the project

(3) University and Public Service (Includes contributions to Administration, if relevant.)

(a) University Service

a1. List your membership in university committees and your role (chair, member), and briefly describe responsibilities and work effort

a2. List and describe any other university service activities

(b) College Service

b1. Administrative work as department head: describe your responsibilities, work effort and accomplishments

b2. List your membership in college committees and your role (chair, member), and briefly describe responsibilities and work effort

b3. List and describe any other college service activities

(c) Department Service

- c1. Course coordinator of core classes
- c2. Case competition coach
- c3. Other case competition support
- c4. Conducting peer teaching reviews
- c5. List and describe any other department committee and service activities

(d) External Academic Service

- d1. Refereeing articles or tenure/promotion cases
- d2. Board/committee of academic association
- d3. Editor, co-editor, associate editor for academic journal
- d4. List and describe any other external academic service

(e) Professional Service (indicate whether compensated)

- e1. Board/committee of professional association
- e2. Professional presentations/speeches/workshops
- e3. List and describe any other professional service

(f) Public service

- f1. List and describe any public and community service



**Edwards School of Business
Department of Accounting**

Standards and Procedures for Awarding Special Increases

Approved by CRC, July 6, 2011

For the purposes of this document, three main categories of performance are established: (1) teaching, (2) research and scholarly work, and (3) university and public service. These categories are designed to incorporate the bases for special increases identified in Article 17.2 of the collective agreement (with the exception of Article 17.2.8 – Offer of Employment from a Comparable Institution, which would be handled separately – see Appendix A).

The guiding principles for these standards for awarding special increases in the Department of Accounting, Edwards School of Business are:

- Performance and achievements should be evaluated taking into consideration the specific nature of the assigned duties of the faculty member since such assignments and expectations may differ according to whether the faculty member is a teacher – scholar or an academic programming appointee.
- Performance in a particular category cannot be deemed as meritorious if it was achieved at the expense of lack of satisfactory performance in the remaining category or categories. Therefore the Departmental Salary Committee (DSC) will examine information in all relevant performance categories when deciding on special increases.
- The DSC will be comprised of all department members eligible to receive special increases, chaired by the Department Head. Individual department members will not vote on their own cases and will not be present when their submissions are discussed. For the purposes of its deliberations the DSC, may, at its discretion establish a sub-committee to make recommendations to the DSC for the awarding of Special Increases.

At the Department level, all candidates will be ranked based on their achievements in the three main categories. It is recommended that faculty when describing their case for a special award to refer to their understanding of the duties to which they were assigned and carried out during the review period. This will serve to provide a point of reference for the DSC when evaluating whether performance in each category was meritorious. The DSC will then allocate full or a half special increments based on the ranking (the 2011-2013 U of S and USFA Collective Agreement states that Departmental Salary Committees must award at least two-thirds of their special increase funds as full increments.) Once the DSC has made its decisions regarding the funds at its disposal, it may then make recommendations of two kinds to the College Review Committee. The first recommendation would be for a special increase to be awarded to a department member deemed deserving, but who could not be allocated a special increment due to the depletion of funds. The second type of recommendation would be for an additional special increase for those candidates who were awarded a special increase, but who are deemed to deserve more.

The collective agreement requires that all members of faculty be considered each year for special increases. Pursuant to Article 17.1.3.1, the process for collecting information is that each faculty member will submit a CV update (Form 1 – see Appendix B) covering the period since receiving their last special increase (for a faculty member who has yet to receive a special increase, it is from the time of hiring), along with any other information they wish to submit, to the Department Head by September 1. They should also submit a full, up-to-date CV (up to June 30). In a cover letter, faculty members should indicate which of the ten categories (see Article 17.2 of the Collective Agreement and Appendix A) for

the award of special increases they believe to be particularly pertinent to their cases. They may cite more than one category (see Appendix C for a list of considerations for special salary increases). Faculty members are expected to provide sufficient evidence to support their case for a special increase. Such supporting evidence could include student teaching evaluations, peer teaching evaluations, journal article acceptance letters, journal rankings, percentage contribution of each author, notification of awards or other letters of recognition, and so on.

The submissions from department members will then be circulated to the Department Salary Committee. The DSC will rank the candidates and allocate the available special increments accordingly. Following that, recommendations for further increments may be made to the College Review Committee.

APPENDIX A: BASIS FOR THE AWARD OF SPECIAL INCREASES (ARTICLE 17.2)

1. Teaching
 2. Research and Scholarly Work
 3. Practice of Professional Skills
 4. Extra University Work and Public Service
 5. Administrative Work
 6. Administrative Service as a Department Head or Assistant Dean
 7. Improvement in Academic Qualifications
 8. Offer of Employment from a Comparable Institution
 9. Performance of the Full Range of Assigned Duties
 10. Improvement and Development
-

APPENDIX B: FORM 1 CV UPDATE

Form 1

Name _____ Date: _____

College: _____ Department: _____

INFORMATION FOR UPDATE OF CURRICULUM VITAE - NEW ITEMS
(ITEMS NOT PREVIOUSLY REPORTED)

The cut off date for items to be reported is JUNE 30.

C.V.
Category

Item Description

APPENDIX C: TEACHING, RESEARCH AND SERVICE CONSIDERATIONS FOR SPECIAL SALARY INCREASES

The information provided by the candidate must pertain only to the period under review. The period under review extends from the period in which the faculty member last received a special increase until June 30 of the most recent academic year. If the faculty member has never received a special increase, the period of review is from the date of appointment until June 30 of the most recent academic year. If the period of review is longer than one year, faculty accomplishments are cumulative from the beginning of the review period.

(1) Teaching

(a) Teaching Performance:

- a1. Teaching evaluations
- a2. Peer teaching evaluations
- a3. Other evidence of teaching performance

(b) Teaching Contributions:

- b1. Number of different courses taught
- b2. New course development
- b3. Graduate teaching
- b4. Honours supervision
- b5. M.Sc. or Ph.D supervision
- b6. Masters or Ph.D committee
- b7. Overload teaching
- b8. Other (describe below)

(c) Teaching Awards:

- c1. Undergrad, MBA, MPacc
- c2. USSU, Provost's Award
- c3. Master teacher
- c4. 3M Scholar

(2) Research and Scholarly Work

(a) Refereed Journal Articles:

a1. Provide evidence of Journal Quality and percentage contribution, if coauthored

(b) Books and Chapters in Books:

b1. Describe the peer review process (if any), contribution of each author, and scope of work (for subsequent editions)

(c) Conference Papers:

c1. Describe whether the conference was peer reviewed or invited, and whether the whole paper was published in the proceedings or just an abstract

(d) Other Papers:

d1. Papers in non-refereed or professional journals

d2. Technical reports relevant to academic field

d3. Published book reviews

d4. List and describe any other written material

(e) Research Grants

e1. Describe the grant and your role in the project

(3) University and Public Service (Includes contributions to Administration, if relevant.)

(a) University Service

a1. List your membership in university committees and your role (chair, member), and briefly describe responsibilities and work effort

a2. List and describe any other university service activities

(b) College Service

b1. List your membership in college committees and your role (chair, member), and briefly describe responsibilities and work effort

b2. List and describe any other college service activities

(c) Department Service

- c1. Course coordinator of core classes
- c2. Case competition coach
- c3. Other case competition support
- c4. Conducting peer teaching reviews
- c5. List and describe any other department committee and service activities

(d) External Academic Service

- d1. Refereeing articles or tenure/promotion cases
- d2. Board/committee of academic association
- d3. Editor, co-editor, associate editor for academic journal
- d4. List and describe any other external academic service

(e) Professional Service (indicate whether compensated)

- e1. Board/committee of professional association
- e2. Professional presentations/speeches/workshops
- e3. List and describe any other professional service

(f) Public service

- f1. List and describe any public and community service

**Department of Finance & Management Science
Edwards School of Business**

Guidelines and Procedures for Awarding Special Increases

Approved by CRC May 27, 2012

The collective agreement requires that all continuing faculty members have the opportunity to be considered each year for special salary increases. To be considered, a faculty member must submit an application package to the department head by September 1. The application package should consist of 1) a cover letter addressed to the department head that indicate which of the ten categories (see Article 17.2) form the basis for the award and summarizes the main meritorious achievements, 2) a CV update form covering the review period, 3) an up-to-date standard CV, and 4) copies of supporting documentation including teaching evaluations, acceptance letters, committee service letters, etc.

The department salary committee consists of all eligible department members (see Article 17.3.1 for eligibility). Members who are on leave may be excluded. A department salary committee meeting will be held in a timely manner such that the salary awards, recommendations, and rankings can be discussed with the department members and forwarded to CRC prior to November 30. Quorum is two-thirds of the committee members rounded to the nearest integer (see Article 17.5.3).

All applications will be made available to all committee members prior to the department salary committee meeting. Each member individually reviews all applications and uses his or her judgement to form a preliminary ranking of all applications (except their own) prior to the meeting. In accordance with the Edwards School of Business CRC guidelines, meritorious achievements in one category of teaching, research, or service should not be recognized if they come at the expense of poor performance in another category. In addition to Article 17.2, the appended list should be used as a basis to judge the applications. The meeting will proceed as follows:

1. **General Discussion.** At the opening of the meeting, the total number of special increases and the minimum number of full increases that are available to the department salary committee will be mentioned. Each application will then be discussed in alphabetical order by last name. The applicant will be required to leave while his or her application is being discussed. Throughout the discussion of all of the cases, committee members may adjust their rankings accordingly.
2. **Final Ranking.** Following the discussion of all applications, each committee member composes a final ranking of the applications (excluding their own). (Ties are permitted, such as 1, 2, 2, 2, 5, 5.) The final rankings are collected and each application is assigned a final ranking based on its average ranking among all committee members. This final ranking will be displayed and used for allocating department special increases.
3. **Allocating full CDIs.** Of the special increases to be allocated, a minimum number must be full CDIs. Full

CDIs will be allocated to the top ranked applications until the required minimum has been allocated. In the event of a tie for the last full CDI(s), the affected applicants will be required to leave while the cases are discussed by the rest of the committee until the tie is broken.

4. Allocating the remaining CDIs. After the minimum number of full CDIs are allocated, the remaining special increases can be allocated as either full or half CDIs. Since potentially all of the remainder could be allocated as half CDIs, each applicant who could be affected will be required to leave while the rest of the committee deliberates how to allocate full or half CDIs among that group.

5. Recommending special increases to CRC. After determining the department allocation of special increases, each committee member will construct a new ranking to make recommendations to CRC. Each application is assigned a final ranking based on its average ranking among all committee members. The committee will determine its recommendation to CRC based on the final ranking.

6. Vote. A vote by secret ballot will be taken for each department member individually on the motion: *Shall [the employee] receive [the salary treatment]?* Each committee member has one vote, but members are ineligible to vote on their own case. The motion passes by simple majority (a tied vote fails), with abstentions counting neither for nor against (see Article 17.5.3). All available special increases that are not allocated by the department salary committee are to be passed on to CRC.

Following the meeting, the department head will write a report of the department salary committee, which communicates the department allocation of special increases and the recommendations to CRC. The department head will also prepare salary review documents for each department member. These are to be submitted to CRC by November 30.

Items to be Considered for Deciding Merit (by category)

(1) Teaching

(a) Teaching Evaluations

- a1. Student evaluations (SEEQ)
- a2. Peer evaluations

(b) Teaching Contributions

- b1. Number of different courses (preparations) taught (per year)
- b2. Honours/MSc/PhD supervision (to be considered at the time the student leaves the program)
- b3. New course development
- b4. Other teaching contributions

(c) Teaching Awards

- c1. Undergrad/MBA/M.Sc. teaching awards
- c2. M.Sc. Thesis Award
- c3. USSU, Provost's Award
- c4. Master teacher

- c5. 3M Scholar
- c6. Other teaching awards

(2) Research and Scholarly Work

(a) Refereed Journal Articles

- a1. Refereed journal articles
- a2. Quality can be assessed by referring to the Australia Business Deans Council (Abdc) Journal Rating List (or other resources if appropriate)
- a3. Best published paper awards

(b) Books and Chapters in Books

- b1. Textbooks/Monographs (first edition or subsequent editions)
- b2. Book chapters

(c) Presentations

- c1. Refereed conference presentations
- c2. Non-refereed conference presentations
- c3. Invited presentations
- c4. Keynote speaker presentations
- c5. Conference best paper awards

(d) Other Papers

- d1. Papers in non-refereed or professional journals
- d2. Technical reports relevant to the academic field
- d3. Published book reviews
- d4. Published case studies
- d5. Other written material

(e) Research Grants

- e1. Tri-council research grants
- e2. Other research grants external to the university
- e3. University grants external to Edwards School of Business
- e4. Other research grants

(3) University and Public Service (including contributions to administration)

(a) University Service

- a1. Committee member
- a2. Committee chair
- a3. Other university service

(b) College Service

- b1. Committee member

- b2. Committee chair
- b3. Other college service

(c) Department Service

- c1. Course coordinator of core classes
- c2. Case competition coach
- c3. Other case competition support
- c4. Program director
- c5. Masters/PhD committee member
- c6. Centre director
- c7. Other departmental service

(d) External Academic Service

- d1. Refereeing articles, tenure/promotion cases, or graduate theses
- d2. Board/committee member of academic associations
- d3. Editor/co-editor/associate editor for academic journals
- d4. Conference chair/organizer
- d5. Other external academic service

(e) Professional Service

- e1. Board/committee member of professional associations
- e2. Professional presentations/speeches/workshops
- e3. Other professional service

(f) Public and Community Service

(4) Improvement in Academic Qualifications

(a) Professional Designations

(b) Other Improvement in Academic Qualifications

Department of Human Resources & Organizational Behaviour
Edwards School of Business

Standards and Procedures for Awarding Special Increases¹

Approved by CRC October 26, 2012

The guiding principle for these standards for awarding special increases at the Edwards School of Business, and one that has been enshrined in practice for many years, is that special increases should not be awarded when accomplishments in one category have been achieved at the expense of the performance in the other main performance categories. Therefore the Departmental Salary Committee (DSC) and The College Review Committee will examine information in all relevant performance categories when deciding on special increases.

For the purposes of this document, three main categories of performance are established: (1) teaching, (2) research and scholarly work, and (3) university and public service. These categories are designed to incorporate the bases for special increases identified in Article 17.2 of the collective agreement (with the exception of Article 17.2.8 – Offer of Employment from a Comparable Institution, which would be handled separately).

The Salary Review Points Allocation Form is designed for the normal teacher-scholar appointments, based on the assumption that 40% of a teacher-scholar's time should be devoted to teaching, 40% to research and scholarly work, and 20% to service of various kinds.²

At the Department level, all candidates will be ranked by total points, and then those candidates with the most points will receive a full or a half special increment.³ (Departmental Salary Committees must award at least two-thirds of their special increase funds as full increments.) To be eligible for a special increase, a case would normally need to have a specified minimum number of points in each category.⁴

¹ Approved at a meeting of the Department of Human Resources & Organizational Behaviour, May 30, 2011. Footnote 3 added as an amendment as a result of a meeting held on November 18, 2011.

² The Department of Human Resources and Organizational Behaviour currently has no appointments that are designated as Academic Programming (AP). Since these appointments typically have a different profile of work assignment than teacher-scholar appointments (such as 70% teaching, 10% scholarly work, and 20% service) and are subject to different standards for tenure and promotion, modification of the above standards for special increases may be appropriate for these appointments, and will be considered in the event that such appointments are made.

³ Note that an eligible member may opt to use one of the following methods: 1) apply over a period of sequential years since last being awarded merit, beginning with the current year, whereby points will be divided by the number of years; 2) apply for the most recent year.

⁴ For teacher-scholar appointments, the following minimum points in each category would be required to be eligible for a special increase: (1) Teaching: 15 points, (2) Research and Scholarly Work: 15 points, (3) Service: 7.50 points. Any case in which any category falls below these minima will not be eligible for a special increase. However, we note that faculty members who are on sabbatical leave are eligible for consideration for special increases. Given that faculty who are on a full-year sabbatical have no assigned teaching or service responsibilities during that time period, the minima indicated above do not apply to these cases.

Once the DSC has made its decisions regarding the funds at its disposal, it may then make recommendations of two kinds to the College Review Committee. The first recommendation would be for a special increase to be awarded to a department member deemed deserving, but who could not be allocated a special increment due to the depletion of funds. The second type of recommendation would be for an additional special increase for those candidates who were awarded a special increase, but who are deemed to warrant an additional special increase.

The collective agreement requires that all members of faculty be considered each year for special increases. Pursuant to Article 17.1.3.1, the process for collecting information is that each faculty member will submit a CV update form (Form 1) covering the previous academic year, along with any other information they wish to submit, to the Department Head by August 31. They should also submit a full, up-to-date CV (up to June 30). In a cover letter, faculty members should indicate which of the ten categories (see Article 17.2) for the award of special increases they believe to be particularly pertinent to their cases. They may cite more than one category. Supporting documentation should be provided for all accomplishments cited in the CV update.

From this information, and other information available to the Department Head (such as teaching allocations and SEEQ scores), the Department Head will supervise the preparation of the "Salary Review Points Allocation Form" by a member of the administrative support team. Once prepared, the faculty member will be given the opportunity to review and provide feedback on the points allocation form. Areas of disagreement will be brought to the attention of the Department Head, who will then either modify the points allocation form accordingly, or note the nature of the disagreement by the faculty member in the documentation provided to the DSC, which will then resolve the issue by means of a majority vote.

The submissions from department members, along with the points allocation forms, will then be circulated to the Department Salary Committee, which will consist of all department members eligible to receive special increases, chaired by the Department Head. The Department Salary Committee will be able to adjust specific entries on the points allocation forms if they believe that any of the allocations are inconsistent with the standards. The DSC will then rank the candidates according to the point totals, and then allocate the available special increments accordingly. Following that, recommendations for further increments may be made to the College Review Committee.

Edwards School of Business
Department of Human Resources & Organizational Behaviour

SALARY REVIEW POINTS ALLOCATION FORM

The information provided below pertains only to the period under review. The period under review extends from the period in which the faculty member last received a special increase until June 30 of the most recent academic year. If the faculty member has never received a special increase, the period of review is from the date of appointment until June 30 of the most recent academic year. If the period of review is longer than one year, faculty accomplishments (and their accompanying point totals) are cumulative from the beginning of the review period.¹ When a special increment is awarded, all points in all categories will be deleted, and points will begin to accumulate again immediately after the end the review period to which the award pertains.

Name and rank of Faculty Member:

Period under review:

(1) Teaching

(a) List the classes and sections taught each academic year during the review period:

July 1, 2010 to June 30, 2011

<u>Term</u>	<u>Course Number (Sections)</u>	<u>Course Title</u>	<u>SEEQ 1</u>	<u>SEEQ 2</u>
-------------	---------------------------------	---------------------	---------------	---------------

Term 1:
 Term 2:
 Term 3:

Note: SEEQ1 = Average of SEEQ questions 31 and 32 for a given instructor and class.
 SEEQ2 = Average of SEEQ questions 34 and 35 for a given instructor and class.

The measurement of teaching performance is based on SEEQ scores, and the following formula is used to calculate teaching performance points:

$(WSEEQ1/ASEEQ1) \times (WSEEQ2/ASEEQ2) \times 20 \text{ points} = \text{Teaching Perf. Points}$

$(\text{ } / \text{ }) \times (\text{ } / \text{ }) \times 20 \text{ points} = \text{ }$

Note: WSEEQ1 = Weighted average (weighted by section) of SEEQ1 scores.
 WSEEQ2 = Weighted average (weighted by section) of SEEQ2 scores.
 ASEEQ1 = Average of SEEQ1 scores in the Edwards School of Business for the year-level of course.
 ASEEQ2 = Average of SEEQ2 scores in the Dept of Human Resources & Org. Behaviour.

July 1, 2009 to June 30, 2010
 (If applicable)

¹ The exception is in regard to points deriving from Category 1(a), which are averaged over the review period, if the review period is longer than one year.

July 1, 2008 to June 30, 2009
(If applicable)

July 1, 2007 to June 30, 2008
(If applicable)

July 1, 2006 to June 30, 2007
(If applicable)

Teaching Performance during the review period = _____

(b) Teaching Contributions:

- b1. Number of different courses taught in review period _____ (.5 point each) _____
- b2. Number of new course preps in review period _____ (.5 point each) _____
- b3. Honours or supervision completions _____ (4 pts per student) _____
- b4. MSc supervision completions _____ (8 pts per student) _____
- b5. PhD supervision completions _____ (16 pts per student) _____
- b6. Masters or PhD committee (on completion) _____ (2 points each) _____
- b7. Other (describe below) _____ (2 points max) _____
-
-

(c) Teaching Awards:

- c1. Undergrad, MBA _____ (3 points each) _____
- c2. USSU, Provost's Award _____ (10 pts each) _____
- c3. Master teacher _____ (20 points) _____
- c4. 3M Scholar _____ (25 points) _____

TOTAL CATEGORY 1 (TEACHING) POINTS = _____

(2) Research and Scholarly Work

(a) Refereed Journal Articles:

- a1. Sole-authored refereed journal articles _____ (15 pts each) _____
- a2. Co-Authored refereed journal articles _____ (10 pts each) _____
- a3. Quality modifier for “A” journals, make a list _____ (15 pts each) _____
- a4. Quality modifier for “B” journals, make a list _____ (5 points each) _____

(b) Books and Chapters in Books:

- b1. Sole-authored textbook (first edition) _____ (30 points each) _____
- b2. Co-authored textbook (first edition) _____ (20 points each) _____
- b3. Sole-authored textbook (subsequent editions) _____ (10 points each) _____
- b4. Co-authored textbook (subsequent editions) _____ (7 pts each) _____
- b5. Peer-reviewed book chapter _____ (6 points each) _____
- b6. Other book chapters _____ (4 points each) _____
- b7. Peer-reviewed cases published _____ (4 points each) _____

(c) Conference Papers:

- c1. Refereed conference proceedings published _____ (4 points each) _____
- c2. Refereed conference papers and abstracts _____ (2 points each) _____
- c3. Best paper award _____ (4 points each) _____
- c4. Quality modifier for “A” conferences _____ (2 points each) _____
- c5. Non-refereed conference presentations or proceedings _____ (1 point each) _____

Other Papers:

- d1. Papers in non-refereed or professional journals _____ (2 points each) _____
- d2. Technical reports relevant to academic field*² _____ (2 points each) _____
- d3. Published book reviews _____ (1 point each) _____

² Starred items will be eligible for points only if any compensation provided for them is nominal, relative to the market.

d4. Other written material (describe below)* _____ (2 points max) _____

(d) Research Grants³

e1. SSHRC standard grant – Principal Investigator _____ (20 points each) _____

e2. SSHRC standard grant – Co-Investigator _____ (5 points each) _____

e3. Other research grants _____ (variable) _____
(Points to be determined as appropriate)

TOTAL CATEGORY 2 (SCHOLARLY WORK) POINTS = _____

³ Points are awarded only in the year in which the grant is awarded.

(3) University and Public Service (Includes contributions to Administration, if relevant.)

(a) University Service

- a1. Tier 1 committee chair _____ (10 points each) _____
- a2. Tier 1 committee member _____ (5 points each) _____
- a3. Tier 2 committee chair _____ (4 points each) _____
- a4. Tier 2 committee member _____ (2 points each) _____
- a5. Other university service (describe below) _____ (2 points max) _____
-
-

(b) College Service

- b1. Tier 1 committee chair _____ (4 points each) _____
- b2. Tier 1 committee member _____ (2 points each) _____
- b3. Tier 2 committee chair _____ (2 points each) _____
- b4. Tier 2 committee member _____ (1 point each) _____
- b5. Other college service _____ (2 points max) _____
-
-

(c) Department Service

- c1. Course coordinator of core classes _____ (1.5 pts each) _____
- c3. Excalibur coach _____ (10 points) _____
- c2. Case competition coach _____ (4 pts each) _____
- c3. Other case competition support _____ (1 point max) _____
- c4. Other departmental service (describe below) _____ (2 points max) _____
-
-

(d) External Academic Service

- d1. Refereeing journal articles or tenure/promotion cases _____ (1 point each) _____
 - d2. Refereeing conference papers _____ (.5 points each) _____
 - d3. Board/committee of academic association _____ (1 point each) _____
 - d4. Editor for tier A academic journal _____ (15 points each) _____
 - d5. Editor for other academic journal _____ (7.5 points each) _____
 - d6. Co-editor, associate editor for academic journal _____ (5 points each) _____
 - d7. Other external academic service (describe below) _____ (2 points max) _____
-
-

(e) Professional Service

- e1. Board/committee of professional association* _____ (1 point each) _____
 - e2. Professional presentations/speeches/workshops* _____ (0.5 pts each) _____
 - e3. Other professional service(describe below)* _____ (2 points max) _____
-
-

(f) Public service

- f1. Public and community service* (describe below) _____ (2 points max) _____
-
-

TOTAL CATEGORY 3 (UNIVERSITY AND PUBLIC SERVICE) = _____

TOTAL OF CATEGORIES 1, 2, & 3 = _____

**Edwards School of Business
Department of Management and Marketing**

Standards and Procedures for Awarding Special Increases

Approved by CRC, July 6, 2011

For the purposes of this document, three main categories of performance are established: (1) teaching, (2) research and scholarly work, and (3) university and public service. These categories are designed to incorporate the bases for special increases identified in Article 17.2 of the collective agreement (with the exception of Article 17.2.8 – Offer of Employment from a Comparable Institution, which would be handled separately – see Appendix A).

The guiding principle for these standards for awarding special increases in the Department of Management and Marketing, Edwards School of Business, and one that has been enshrined in practice for many years, is that special increases should not be awarded when accomplishments in one performance category have been achieved at the expense of expected performance in any of the other main categories. Therefore the Departmental Salary Committee (DSC) will examine information in all relevant performance categories when deciding on special increases.

At the Department level, all candidates will be ranked based on their achievements in the three main categories. The DSC will then allocate full or a half special increments based on the ranking (the 2011-2013 U of S and USFA Collective Agreement states that Departmental Salary Committees must award at least two-thirds of their special increase funds as full increments.) Once the DSC has made its decisions regarding the funds at its disposal, it may then make recommendations of two kinds to the College Review Committee. The first recommendation would be for a special increase to be awarded to a department member deemed deserving, but who could not be allocated a special increment due to the depletion of funds. The second type of recommendation would be for an additional special increase for those candidates who were awarded a special increase, but who are deemed to deserve more.

The collective agreement requires that all members of faculty be considered each year for special increases. Pursuant to Article 17.1.3.1, the process for collecting information is that each faculty member will submit a CV update (Form 1 – see Appendix B) covering the period since receiving their last special increase (for a faculty member who has yet to receive a special increase, it is from the time of hiring), along with any other information they wish to submit, to the Department Head by September 1. They should also submit a full, up-to-date CV (up to June 30). In a cover letter, faculty members should indicate which of the ten categories (see Article 17.2 of the Collective Agreement and Appendix A) for the award of special increases they believe to be particularly pertinent to their cases. They may cite more than one category (see Appendix C for a list of considerations for special salary increases). Faculty members are expected to provide sufficient evidence to support their case for a special increase. Such supporting evidence could include student teaching evaluations, peer teaching evaluations, journal article acceptance letters, journal rankings, percentage contribution of each author, notification of awards or other letters of recognition, and so on.

The submissions from department members will then be circulated to the Department Salary Committee, which will consist of all department members eligible to receive special increases, chaired by the Department Head. Individual department members will not vote on their own cases and will not be present when their submissions are discussed. The DSC will rank the candidates and allocate the available special increments accordingly. Following that, recommendations for further increments may be made to the College Review Committee.

APPENDIX A: BASIS FOR THE AWARD OF SPECIAL INCREASES (ARTICLE 17.2)

1. Teaching
 2. Research and Scholarly Work
 3. Practice of Professional Skills
 4. Extra University Work and Public Service
 5. Administrative Work
 6. Administrative Service as a Department Head or Assistant Dean
 7. Improvement in Academic Qualifications
 8. Offer of Employment from a Comparable Institution
 9. Performance of the Full Range of Assigned Duties
 10. Improvement and Development
-

APPENDIX B: FORM 1 CV UPDATE

Form 1

Name _____ Date: _____

College: _____ Department: _____

**INFORMATION FOR UPDATE OF CURRICULUM VITAE - NEW ITEMS
(ITEMS NOT PREVIOUSLY REPORTED)**

The cut off date for items to be reported is JUNE 30.

C.V. Category	Item Description

APPENDIX C: TEACHING, RESEARCH AND SERVICE CONSIDERATIONS FOR SPECIAL SALARY INCREASES

The information provided by the candidate must pertain only to the period under review. The period under review extends from the period in which the faculty member last received a special increase until June 30 of the most recent academic year. If the faculty member has never received a special increase, the period of review is from the date of appointment until June 30 of the most recent academic year. If the period of review is longer than one year, faculty accomplishments are cumulative from the beginning of the review period.

(1) Teaching

(a) Teaching Performance:

- a1. Teaching evaluations
- a2. Peer teaching evaluations
- a3. Other evidence of teaching performance

(b) Teaching Contributions:

- b1. Number of different courses taught
- b2. New course development
- b3. Graduate teaching
- b4. Honours supervision
- b5. M.Sc. or Ph.D supervision
- b6. Masters or Ph.D committee
- b7. Overload teaching
- b8. Other (describe below)

(c) Teaching Awards:

- c1. Undergrad, MBA, MPacc
- c2. USSU, Provost's Award
- c3. Master teacher
- c4. 3M Scholar

(2) Research and Scholarly Work

(a) Refereed Journal Articles:

a1. Provide evidence of Journal Quality and percentage contribution, if coauthored

(b) Books and Chapters in Books:

b1. Describe the peer review process (if any), contribution of each author, and scope of work (for subsequent editions)

(c) Conference Papers:

c1. Describe whether the conference was peer reviewed or invited, and whether the whole paper was published in the proceedings or just an abstract

(d) Other Papers:

d1. Papers in non-refereed or professional journals

d2. Technical reports relevant to academic field

d3. Published book reviews

d4. List and describe any other written material

(e) Research Grants

e1. Describe the grant and your role in the project

(3) University and Public Service (Includes contributions to Administration, if relevant.)

(a) University Service

a1. List your membership in university committees and your role (chair, member), and briefly describe responsibilities and work effort

a2. List and describe any other university service activities

(b) College Service

b1. List your membership in college committees and your role (chair, member), and briefly describe responsibilities and work effort

b2. List and describe any other college service activities

(c) Department Service

- c1. Course coordinator of core classes
- c2. Case competition coach
- c3. Other case competition support
- c4. Conducting peer teaching reviews
- c5. List and describe any other department committee and service activities

(d) External Academic Service

- d1. Refereeing articles or tenure/promotion cases
- d2. Board/committee of academic association
- d3. Editor, co-editor, associate editor for academic journal
- d4. List and describe any other external academic service

(e) Professional Service (indicate whether compensated)

- e1. Board/committee of professional association
- e2. Professional presentations/speeches/workshops
- e3. List and describe any other professional service

(f) Public service

- f1. List and describe any public and community service

