



# UNIVERSITY OF SASKATCHEWAN

## School of Public Health

DRAFT Terms (15 December 2011)

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The School of Public Health is indebted to the College of Pharmacy and Nutrition upon whose standards this document is based.

### BACKGROUND

In past years, School of Public Health faculty members have voted by ballot that the Executive Director undertake the annual salary review process to allocate Special Increases, rather than constitute a College Salary Committee to do this work. Under the provisions of the *University of Saskatchewan Faculty Association Agreement 2010-2013*, a **College Salary Committee** must make decisions regarding Special Increases for 2010-2011 and forward. In January 2011, an ad hoc committee was struck, with members Acting Assistant Executive Director Allen Backman (Chair), Janice MacKinnon, Lisa Lix, John Moraros and Suresh Tikoo to recommend terms/processes to assist the School Salary Committee. **A College Salary Committee will be established in December 2011. It is this Committee that will have the final say in determining the standards for, and the allocation of, Special Increases for 2010-2011.**

### TYPES OF SALARY ACTIONS (see *Faculty Association Agreement 2010-2013* Article 17. SALARY REVIEW PROCEDURES)

The College Salary Committee will recommend **Special Increases**, in accordance with Article 18.2.4.1. A Special increase may be awarded to an eligible faculty member who has demonstrated excellence in one or more of the categories described in Article 17.2, and may be based on accumulated performance over a period of years.

### ALLOCATION OF SPECIAL INCREASES

Funds for Special Increases are allocated in accordance with Article 18.2.4.2 of the Collective Agreement, in proportion to the number of eligible faculty members in each unit as of October 1 of the current year, plus an amount equivalent to 1/3 CDI at the full professor level for every CRC and Endowed Chair appointed in the previous academic year. CRCs and Endowed Chairs are considered in the same pool as other in-scope faculty.

### MEMBERSHIP OF THE COLLEGE SALARY COMMITTEE

1. The Committee will be chaired by the Executive Director of the School of Public Health.
2. There will be three eligible faculty members (i.e., those holding probationary, tenured, continuing status or term appointments if at least another year remaining in the term), other than the Chair on the Committee.
3. Committee membership will be determined annually through a volunteer/nomination process, and vote. Eligible faculty members will be invited to volunteer or to nominate a colleague. Eligible faculty members will then be asked to cast their vote for one of the volunteers or nominees from each of the three faculty ranks where possible (i.e., Professor, Associate Professor and Assistant Professor). The volunteer or nominee with the most votes in each of the ranks will be appointed to the Committee. There is no limit on the number of times an individual faculty member can serve on the Committee.<sup>1</sup>

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<sup>1</sup> For the 2011-12 academic year, membership will be that determined by faculty as part of the Committee Appointments process for 2011-2012.

4. A committee member whose own case is being considered shall still participate on the Committee, except that when his/her case is considered, that Committee member will be excluded from the proceedings of the Committee.

## TERMS OF REFERENCE FOR THE COLLEGE SALARY COMMITTEE

(as set out in Article 17.4.2 of the Collective Agreement)

1. Establish standards of performance for the award of Special Increases. No vote of Faculty Council is required to approve the standards.
2. Communicate these standards, in writing, to all faculty of the College who are eligible for Special Increases.
3. Receive, review and rank submissions, as documented in the current **CV update**. The Committee will have access to full faculty CVs if needed. Faculty are encouraged, but not required, to provide the Committee with a memorandum detailing their contributions to assist with decision-making.
4. Award one-half, one, one and one-half or two full Special Increases where appropriate.
5. Recommend to the President's Review Committee (PRC) additional Special Increases for eligible faculty who have been awarded more than one full Special Increase by the College and who may merit an additional award.
6. Inform faculty of the Committee's rankings, decision for the award of Special Increases and recommendations to the PRC, as well as the Committee's reasons for such awards and recommendations
7. Submit College's decisions for the award of Special Increases to the President for the information of the Board.
8. Review the terms/processes periodically (to be determined by the Committee), with input from faculty.

## CONSIDERATIONS FOR THE AWARD OF SPECIAL INCREASES

1. Consideration for an award of a Special Increase is normally for the previous year. However, it can be for accumulated performance in the case of a faculty member who is initially appointed midway through the academic year (i.e., performance based on 15-18 months) or for accumulated excellent performance over a period of years (see below).
2. When ranking contributions, the Committee will use information provided in the CV update, and as well the Special memorandum of contributions, which faculty are not required to provide, but are encouraged to provide to assist with decision-making.
3. The contribution(s) in any of the categories of evaluation shall take into account their relative weighting in a faculty member's assigned duties (e.g., expectations of a research chair are greater in the research and graduate education areas).
4. Awards of 0.5, 1.0, 1.5 or 2.0 Special Increases may be made; however, the College must award 2/3 of our available funds as at least Full (1.0) Special Increases. Rule of thumb = total of 0.5 Special Increases cannot exceed the total number of 1.0 Special Increases.
5. Faculty members whose contributions and achievements are highly notable in one or more categories of the review are eligible to receive up to a maximum of two Special Increases.
6. Faculty whose contributions/achievements are highly notable in one or more categories of the review may be recommended to PRC for an additional Special Increase, provided they have been awarded at least a 1.5 Special Increase by College.
7. The Committee will attempt to distribute the Special Increases across the three faculty ranks in proportion to the number of faculty in each rank from year to year.

## STANDARDS OF PERFORMANCE FOR THE AWARD OF SPECIAL INCREASES

- The award of a Special Increase during the yearly salary review process is based on "**excellence**," which is performance over and above the standard in their **assigned duties** in one or more of the areas described below.
- It is generally understood that meritorious or excellent performance should not come **at the expense** of performance in other assigned duties.
- It is generally understood that **expectations in terms of performance and quality within categories will increase**, within the Standards for Promotion and Tenure, as faculty progress through ranks.
- Excellence pertains to the **quality, and not only the quantity** of contributions in a particular area(s).
- Faculty members will provide a CV update (Forms 1 and 2) and are encouraged to submit a memorandum of contributions, which is a one-page **list of accomplishments** that the faculty member believes are worthy of consideration of excellence as per the categories of evaluation outlined in the Collective Agreement. The list of

accomplishments can describe **accumulated performance** over a period of years which, when regarded together, may merit a Special Increase (e.g., completion of an ongoing project that is recognized as excellent).

## CATEGORIES OF EVALUATION FOR THE AWARD OF SPECIAL INCREASES

Examples that indicate excellence beyond the expected level of performance in the following categories (adapted from Article 17.2):

### 1. Teaching

- **For Undergraduate Students and Course Based Professional Programs** – outstanding teaching reported by the faculty member based on SEEQ and peer evaluations (where available); innovative work in course development (i.e., new course), program development, major revision to teaching materials, innovative new assignment, enhanced clinical education experiences; contributions to teaching development workshops and conferences; teaching awards (College, University or external).<sup>2</sup>
- **For Graduate Research Students** – supervision and committee membership activities; awards for graduate student teaching or supervision; exceptional comments of external examiners; being recognized on the ‘notable’ list provided by CGSR; contribution to the development and delivery of graduate courses (SPH or other); involvement in CGSR courses (e.g., Mentored Graduate Teaching); designing graduate workshops and conferences; serving as External Examiner; awards received by graduate students for which supervisor contributed; and consistently timely graduate degree completion rates.

### 2. Research and Scholarly Work

- **Published Work** – in refereed, high impact journals, books or chapters in books, abstracts. Factors taken into consideration are whether the faculty member is the lead, senior or corresponding author, and number of papers relative to expectations in field.
- **Unpublished Work** – if established the work has academic merit and there is not appropriate publication outlet or the work is of a kind that does not normally lead to publication.
- **Research Grants and Peer Reviewed Contracts Awarded** – notably Tri-Council, and also major foundation, national and provincial refereed competitive grants or contracts, including the role of the faculty member in the grant or contract (e.g., principal investigator or co-principal investigator) and size and/or impact of the grant or contract.
- **Research Presentations** – invited lectures outside U of S related to research expertise, invited presentations nationally or internationally related to research expertise.
- **Significant External Recognitions** – awards and honours related to research contributions (e.g., CSPS, CNS).
- **Editorship** – of peer reviewed monographs, journals, or books
- **Patents Issued** – for devices, processes, or inventions

OR

### 2. Practice of Professional Skills

- **Significant Activities and Innovation** – establishment of an innovative clinical practice site or refinement/improvement of clinical practice site.
- **Published Works** – in refereed, professional-journals, books or chapters in books, abstracts, professional/policy documents. Factors taken into consideration are whether the faculty member is lead, senior or corresponding author, and number of papers relative to expectation in field.
- **Unpublished Work** – if established the work has academic merit and there is not appropriate publication outlet or the work is of a kind that does not normally lead to publication; significant technical and other reports and references stemming from practice of professional skills.
- **Research Grants and Contracts** – notably Tri-Council, including the role of the faculty member and size of award. Private foundation, industry or government contracts
- **Professional and Research Presentations** – invited lectures and presentations outside U of S (as above).
- **Significant External Recognitions** – conveyed awards and honours, including fellowships (e.g., CSHP, AFPC, CPhA, DC, SDA); new or renewal of specialty Board certifications, CDE, etc.

### 3. University and External Service (outside assigned duties as specified in appointment/past practice)

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<sup>2</sup> N.B. Undergraduate teaching will become relevant as the College of Arts and Science develops its B.A.Sc. in Health Studies and the SPH contributes a Public Health Major.

- **University Service** – service on University Committees, notably as chair, search committees or other bodies.
- **Local and Provincial Service** – leadership in discipline, community relations enhancement, outreach and engagement in the city or Province.
- **National Service** – leadership and stature in national organizations meetings or programs, advisory and public policy bodies, grant review committees, outreach and engagement at a national level.
- **International Service** – leadership and stature in international organizations meetings or programs; active participation in international committees or initiatives related to research, teaching, outreach and engagement.

#### 4. Administrative Work

- Administrative duties such as Program Director, Graduate Chair or Chair of a major College committee or major project (e.g., leading major curriculum revisions, leading accreditation process, College strategic planning, program evaluation); recognition for mentorship of new faculty. Contribution to development and delivery of University programs.

#### 5. Additional Categories of Evaluation

The Collective Agreement includes the following **additional categories of evaluation** that may be considered:

- **Improvement of Academic Qualifications** – completing a degree, course of study or similar program, not required at the time of appointment; and confirmation by the Executive Director of how the upgrade in qualifications enhances the faculty teaching, research, professional skills or administrative contributions.
- **Offer of Employment from a Comparable Institution** – normally in writing.
- **Performance of the Full Range of Assigned Duties** – excellence in performance of assigned duties demonstrated through the combination of two or more categories listed above where two or more years are used in combination (normally when a merit increase has not been granted) .
- **Improvement and Development** – demonstration of significant improvement/development in categories above.
- **Fund Raising** – Significant fund raising activities from any source (other than peer reviewed research grants) that will benefit the School's programs, research, or graduate students.

## APPENDIX A – EXAMPLES OF EXCELLENCE IN VARIOUS CATEGORIES

These are examples only. The Committee may use additional criteria to establish excellence.

**It is intended that the committee will evaluate candidates for Special Increases of 2.0 and 1.5 units first, and then evaluate candidates for Special Increases of 1.0 units. Candidates for Special Increases of 0.5 units would be considered last. Accordingly, excellence that warrants consideration of Special Increases of 0.5 units may or may not garner a Special Increase in any given year. The Committee will also look at the allocation of Special Increase units based on excellence in more than one category.**

### Teaching Excellence

- School teaching award, USSU nomination, major redesign of course, innovative major assignment, top SEEQ scores as reported by faculty member
- Innovation at a higher level, developing new course, university teaching award such as Provost's, USSU or Master Teacher award, top 5-10% of SEEQ scores).
- Major national award in teaching, such as the 3M award.
- Major international award in teaching.

### Research Excellence

- Outstanding research relative to the year including PI of major, competitive, peer reviewed grant or Co-PI of team grant or co-investigator of Tri-Council grant or high score on grant and just missed receiving; major peer-reviewed contract; higher than expected number of publications and conference presentations; invitation as speaker to national conference).

- Internationally recognized by a research award.

## Service Excellence

- Outstanding service including chairing major University committee, chairing major College initiative, 3 years excellent service on College committee chair, organizing a national or international conference.
- High impact outreach/service activity that receives national recognition.
- Outstanding outreach/service that is internationally recognized by award.

## APPENDIX B – RULES OF PROCEDURE RELATED TO THE COLLEGE SALARY COMMITTEE (see Article 17.5)

### 1. Salary History Forms

- Each academic year, the Executive Director shall provide faculty with a Salary History Form, prepared by the Employer and approved by the Faculty Association, showing the salary for each of the last five years of employment at the University and the detailed elements of salary showing the change from one year to next.

### 2. Advising Faculty

- Each academic year, the Executive Director will provide faculty with a copy of the applicable standards for the award of Special Increases.

### 3. Dates

The following dates shall apply, unless otherwise directed by the JCMA. (June-December dates delayed this year.)

- June 30 – period under review ends.
- June 30 – College Salary Committee for the year under review is established and proposes/confirms standards of performance for the award of Special Increases.
- June 30 – Executive Director advises eligible faculty to provide information in support of their case (i.e., updated CV and voluntary Memorandum of Contributions).
- September 1 – eligible faculty provide Executive Director with information to support his/her case.
- December 31 – Salary Review Committee has met to award Special Increases.
- January 31 – Executive Director will have met with each employee to discuss the salary recommendation and the College Salary Committee shall have previously considered all salary review, made awards, submitted recommendations to the PRC, informed faculty of rankings, awards and recommendations and reasons for awards and recommendations and submitted its decision to the President for the information of the Board.
- February 28 – any faculty member wishing to appeal a decision of the Salary Committee shall have submitted the appeal to the secretary of the PRC.
- March 31 – the PRC shall have considered all cases before it and submitted its decision to the President for the information of the Board.

### 4. Operating Procedures

- The College Salary Committee shall determine its operating procedures provided they are consistent with the general procedures outlined in the Collective Agreement.
- The Executive Director, who is the Committee Chair, shall gather CV update information and encourage faculty to submit a memorandum of contributions. Support staff will assist the Executive Director in compiling information from faculty.
- The Executive Director will provide the College Salary Committee with the allocation of Special Increase funding available, information received from eligible faculty for the current year, and also information from the previous years, to a maximum of three years to facilitate the consideration of a cumulative case award.

- The Executive Director and Committee members will rank all eligible faculty members (with the exception of cases where there is a conflict of interest) based on information provided and then meet to determine awards.

#### **5. Voting Procedures**

- Each member of the College Salary Committee, including the Chair, shall have one vote. Members may vote on a particular candidate only if they have taken part in the Committee's deliberations on that candidate.
- Quorum shall be 2/3 of the members of the Salary Committee taken to the nearest integer.
- Decisions on salary recommendations shall be by simple majority vote of those voting. The vote of any member abstaining shall not be counted in support of either the affirmative or negative view. A tie vote means that the motion is lost. The vote shall be taken in response to a specific salary recommendation for each faculty member..
- Any member who is of the immediate family of a candidate for a Special Increase or believes he/she may have a conflict of interest related to the candidate (i.e., is a close collaborator), shall be disqualified from attending the deliberations of the committee concerning the case and from voting on the question.
- The Committee shall have the right to rule one of its members ineligible to vote or to require a member to withdraw from the deliberations of the Committee, if it considers a serious conflict of interest to exist.

#### **6. Employees to be Informed**

- All eligible faculty are to be informed within one week after a decision is made in their case by the College Salary Committee.
- All eligible faculty considered by the President's Review Committee are to be informed within ten days after the decision is made in their case.

#### **7. Right to Appear**

- When the College applies to the PRC for a Special Increase on behalf of a faculty member, the Executive Director and a member of the College Salary Committee shall be entitled to appear before the PRC.
- When individual faculty members appeal to the PRC, that faculty member shall be entitled to ask a colleague to appear on his/her behalf before the PRC.
- When an individual faculty member appeals to the PRC, the College Salary Committee shall be given an opportunity to state the reasons for its earlier decision.
- A copy of the statement of reasons by the College Salary Committee shall be sent to the individual appellant, who shall be entitled to respond to the PRC.

#### **8. Right of Appeal**

- A faculty member, or his/her Executive Director in support of the faculty member, is entitled to appeal the salary award only to the PRC and only in writing.

#### **9. Expedited Procedures**

- In the case of an emergency, (notwithstanding Article 17.5.6) a salary anomaly arising out of salary placement at the time of appointment, or risk of losing a faculty member because of higher salaries at comparable institutions, salary adjustments can be made by adding a combination of Special Increases and/or CDIs, with CDI increases added reducing the remaining CDIs available.
- This adjustment may be granted at any time and can be awarded permanently or for a specified time period, provided the College Salary Committee and the President's Review Committee have recommended the increase and the JCMA has approved the action. Limitations of Article 18.2.4.1 do not apply.

#### **10. Interpretation**

- Any dispute arising from the interpretation of the above regulations and procedures on salary review in an individual case shall be resolved by agreement between the Employer and the Association.

**11. Grievance in Salary Review Cases**

- A grievance in the case of salary review shall be subject to the same limitations as in the case of tenure.

