

## Guidelines for the Awarding of Special Salary Increases

In accordance with the 2014 – 2017 University of Saskatchewan Faculty Association (USFA) Collective Agreement, faculty who hold standard or primary-joint appointments in the School of Environment and Sustainability (SENS) and who are in-scope of USFA as of October 1 of any given year are eligible to be considered for the awarding of special salary increases within the School. The contributions that a faculty member has made in all areas of academic life, documented on the *curriculum vitae* update forms submitted to the School by August 31 of any given year, are used as the basis to determine the awarding of special salary increases. Faculty are also requested to complete a short form highlighting which activities they consider particularly worthy of merit. This is in accordance with the USFA Collective Agreement and follows the process coordinated by the Office of the Provost and Vice-President Academic and the Human Resources Division.

While criteria for the awarding of special salary increases are impossible to quantify given the interdisciplinary nature of the School, the diverse range of faculty expertise, and the differing traditions of the natural sciences, engineering, education, physical sciences, and social sciences, the following guidelines will be used to assist the School's Salary Review Committee in decisions regarding the awarding of merit.

These guidelines should be considered in conjunction with the SENS Standards for Promotion and Tenure.

### **General Expectations**

To be considered for a special salary increase, faculty members must have performed at a level **exceeding** the expectations for their rank in at least one category (see below) during the year in question. The faculty member must also have demonstrated, at a minimum, satisfactory performance across all categories consistent with their rank. Special salary increases may be awarded for meritorious performance for exemplary achievement in one or more categories. In addition, faculty members must have been actively engaged in the academy during at least six months of the year in question – sabbatical or administrative leaves would be considered active engagement, while other types of leaves (e.g., leave without pay, parental leave, medical leave, disability leave) would not.

In SENS, the categories to be considered for the awarding of special salary increases are (in alphabetical order):

- Citizenship
- Expertise and Impact of Research or Professional Practice
- Relationships with Communities and Users
- Students' Experiences

### **Categories**

The following sections provide general guidelines for what constitutes meritorious performance under the categories determined by SENS faculty. Note that these are not discrete categories; the faculty member needs to determine in which category his/her activities are best placed. The examples of activities given below are intended to be used as guidelines only and are not intended to provide an exhaustive list of the activities which could be considered meritorious.

In the SENS Standards for Tenure and Promotion, interdisciplinarity is defined as “the interaction of individuals from conceptually diverse fields that cross the boundaries of broad intellectual areas.”<sup>1</sup> The practice of interdisciplinarity in SENS involves collaboration in both research and teaching. Therefore, academic collaboration, considered to be one of SENS' values for the purposes of merit review, manifests itself across most categories. It is emphasized as a cross cutting value across all categories rather than considered as a stand-alone category. While interdisciplinarity may be more easily demonstrated through collaboration, indi-

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<sup>1</sup> Huutoniemi, K., J. Thompson Klein, H. Bruun, and J. Hukkinen. 2010. Analyzing interdisciplinarity: typology and indicators. *Research Policy* 39: 79-88.

viduals may also argue that their work is interdisciplinary by illustrating how problem definition, research execution, and publication of results demonstrate active integration across fields.

The achievement of high prestige indicators in any category may be considered to be “trump cards” – that is, activities/achievements which are instantly considered worth of merit. Some possible examples include national or international awards (such as the 3M National Teaching Fellowship) or a publication in a prestigious journal such as *Science* or *Nature*. A cataloguing of all “trump cards” is not possible, so the faculty member must make a case as to why any particular achievement should be considered a “trump card.”

The categories and some examples for each are given below. These examples are not intended to provide an exhaustive list of all activities that could be considered meritorious.

1. Citizenship

This category includes:

- Collegial Service to SENS above and beyond that included in assignment of duties. This may include the undertaking of initiatives which benefit the entire School.
- Service to the University of Saskatchewan above and beyond institutional level committees, such as serving on ad hoc bodies or special panels that serve the University

2. Expertise and Impact of Research or Professional Practice

Given the interdisciplinary nature of SENS, the value, complexity and often time-consuming nature of interdisciplinary and cross-cultural research and professional practice activities are to be taken into account during the salary review process.

Evaluating meritorious performance in this category is not only based on the quantity of, but also the quality and significance of, research, scholarly, and/or artistic work. This will be assessed by considering:

- Leadership in Research
  - Lead author on a publication involving an interdisciplinary team
  - Sole author on a book or monograph that demonstrates breadth and depth of understanding across conceptually diverse fields
  - Principal investigator on an externally-funded interdisciplinary research project
- Recognition
  - Awards – related to research and/or professional practice, of a national or international scope
  - International or national keynote or plenary invited talks at major events/conferences
- Publication and Uptake of Research by Academics and Others
  - Publication venue – journal reputation, impact factor
  - Citations – increase in H-index or other suitable metric during the reporting period; note: the overall H-index is a cumulative measure and does not itself constitute meritorious performance in a given year
- Funding Sufficient to Support Program
  - New and ongoing externally-secured grants to support research and HQP
- Ambassador for SENS (external) that provide recognition to SENS
  - Appointment to editorial boards, committees
  - Participation in the organization of national or international research conferences

3. Relationships with Communities and Users

SENS recognizes that communities are diverse, and sometimes diffuse, with a wide variety of measures and outputs. This category encompasses activities undertaken with non-academic communities and users that can include, for example, rural, remote, and Aboriginal communities, government agencies, and non-government organizations. Community engagement is process-intensive for all involved. However, **only outcomes** will be rewarded for the purposes of merit.

- Influencing Positive Change in the Community (Policy, Practice, Environment)
  - Action-oriented change in policy or practice
  - Creation of end products with the community, including authorship with community members (this can include technical reports and non-peer-reviewed articles)
  - Development/training of HQPs and other capacity in the community (e.g. community based monitors, teachers, etc...)
- Strong Relationships with Community

- Invited speaking engagements in community
- Memberships/advisory roles on community boards and other similar organizations

4. Students' Experiences

Excellence in teaching is expected of all SENS faculty. We pride ourselves on our outstanding and innovative teaching. Additionally, all faculty are expected to be engaged in student mentorship with graduate students, post-docs, undergraduates and others as appropriate for their individual program. Clarifying how your HQP fit into and support your program is helpful for the merit committee to evaluate the significance of your students' experience and why it should be deemed meritorious.

This category encompasses:

- Teaching Excellence  
Award of a university teaching award may be viewed as an indication of meritorious teaching excellence. Nomination for a national or international award may also be viewed as an indication of meritorious teaching excellence. Beyond these forms of recognition, a candidate can make a case for innovative or transformative teaching that goes beyond the expectation of excellence in pedagogy. These cases will be specific to the situation but must include exemplary performance, including, but not limited to the introduction of a new tool, methodology or technology to reach an underserved audience or facilitate team-teaching, or a transformative set of outcomes as described by students.
- HQP Training, Leadership Opportunities, and Achievements  
Given that SENS is a graduate school, supervision of graduate students and post-doctoral fellows is expected. Evidence of supervisory excellence may include documentation that students have won awards or recognitions (internal or external) for the quality of their research or projects. For performance to be considered meritorious, faculty must provide evidence that they participate in direct supervision as well as service to other committees. They must also demonstrate that the quality of their supervision is exemplary, especially within the context of their rank and type of appointment. For faculty considered under Category 4: Research, Scholarly, and Artistic Work, greater emphasis will be placed on the supervision of thesis students, *but the supervision of both thesis and project students is expected*. For faculty considered under Category 5: Practice of Professional Skills, greater emphasis will be placed on the supervision of project students.

## Faculty Merit Review Form

Please complete this form and submit it with your Form 1 and Form 2 CV updates for annual merit review by **August 31**. Additional materials will not be considered.

This form should be completed in consultation with the SENS document *Guidelines for the Awarding of Special Salary Increases*.

Name: \_\_\_\_\_

Rank: \_\_\_\_\_

**Period Under Review: July 1, 2015 to June 30, 2016**

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To be considered for a special salary increase, the faculty member must have demonstrated, at a **minimum**, completion of assignment of duties with regard to teaching, service, and research (for teacher-scholar appointments) or professional practice (for academic programming appointments). Please explain how you demonstrated this performance (note each text box is limited to 500 characters).

### Teaching

Number of SENS students supervised/co-supervised:

Number of students in other units supervised/co-supervised:

Number of SENS student advisory committees:

Number of student advisory committees in other academic units:

Service to SENS and/or the University

Research (for teacher-scholar appts.) or Professional Practice (for academic programming appts.)

## Consideration for Merit

Please indicate the category(ies) for which you wish to be considered for merit.

- Students' Experiences (teaching excellence, HQP training)
- Relationships with Communities and Users (evidence of positive change in community)
- Citizenship (service to SENS and the University)
- Expertise and Impact of Research or Professional Practice (peer-reviewed publications; service with provincial, national, or international organizations; evidence of research funding)

Please provide an explanation as to why your performance in this category(ies) should be considered meritorious. Providing the context for your research or professional practice is particularly important. Clarify the expectations relating to the norms of your area of scholarship relative to your request that your activity be considered meritorious. (note this text box is limited to 3500 characters).