

# **Merit Evaluation and Raise Procedures for The Environmental Studies Program, as Adopted by the Environmental Studies Executive Committee June, 2017**

Approved by the Office of the Provost & Academic Affairs: July 11, 2017

This document explains the procedures for merit evaluation of Officers of Administration (OAs), Non-tenure track-faculty (NTTF), and tenure-track faculty (TTF) in the Environmental Studies Program at the University of Oregon. These policies supplement, and are intended to be consistent with, the policies set by the College of Arts and Sciences (CAS) and the Collective Bargaining Agreement between the University of Oregon and United Academics (CBA). Where conflicts arise, these higher-level rules and policies apply.

In compliance with a directive from the Office of Academic Affairs, these principles will be observed:

1. All faculty must be evaluated for merit. It is not permitted to opt out.
2. Regardless of type of appointment or FTE, each faculty member is eligible for consideration for the highest merit rating.
3. All faculty who meet or exceed expectations will receive some merit increase.
4. Faculty will be informed of their raises after they have been approved.
5. The evaluation for merit includes review of both recent performance review(s) and the current CV.

## **I. Officers of Administration**

The Program Director will request from each OA a statement of his or her most important accomplishments since the last raises were awarded. The Program Director will base the merit increase recommendation on performance reviews of the OA during the relevant evaluation period. If a performance review has not been conducted within the past year, the Program Director will undertake such a review. The review should evaluate the OA's performance of duties and responsibilities described in the OA's position description and his/her current job duties. While OA reviews are conducted by the Program Director, they should also consider, when possible, feedback from relevant constituent groups both internal and external to the program. The Program Director's merit increase recommendation should be based on the extent to which the OA has met or exceeded expected performance of their assigned duties and responsibilities, as indicated by the relevant performance reviews.

When requested, the Program Director will provide the program's merit increase recommendation to the CAS Dean. The actual merit award will be based on funding availability and university criteria.

## **II. Career non-tenure-track faculty**

Merit evaluation of Career NTTF in the Environmental Studies Program will be conducted by the Program Director or designee. This review will evaluate the NTTF's performance of duties and responsibilities as described in their current job duties statement.

As the basis for this review, the Program Director will ask the faculty member to prepare a short (1 to 2 page) report on their teaching responsibilities, service, and scholarly activities for the relevant period. The Program Director will also review the faculty member's quantitative and qualitative teaching evaluations in the context of peer teaching evaluations. The Program Director will then write an evaluation based on these materials, and this will be shared with the faculty member, who will have the opportunity to include a written response if desired.

This evaluation, and a record of the merit increase decision resulting from it, will be maintained in the faculty files in the Environmental Studies Program office.

The Program Director, in consultation with the Personnel Committee, will base a merit increase recommendation on the extent to which the individual has met or exceeded performance of assigned duties and responsibilities, as indicated by the relevant reviews on file. The recommendation will take into account the emphasis on teaching, scholarship, and service as described in the individual NTTF's job duty description or hiring MOU.

The Program Director or designee will assign a numerical score to each faculty member's contributions to teaching, service, and scholarship, and those scores will be weighted to reflect each faculty member's job description. If a faculty member's job description does not entail work in a particular category (e.g., if there is no expectation for scholarship or for teaching), then that faculty member will be evaluated only on those categories that are relevant, and those categories will be weighed equally unless otherwise mandated by that faculty member's MOU or position description. These scores, weighted as appropriate, will then be used to generate a total score. Each score will be based, not on comparison with other faculty, but rather in relation to general expectations as stated below. The sum total score will determine the size of the recommended raise. Each of the three categories will be scored according to the following metric:

- 0 = Does not meet expectations
- 1 = Meets expectations
- 2 = Exceeds expectations

Total scores, weighted as necessary to reflect faculty responsibilities, can range from 0 to 6. Raises will be calculated through a system that combines both a percentage of one's base salary and an absolute dollar amount.

The following general guidelines will be used:

#### Teaching.

Meritorious performance in teaching may be demonstrated in various ways:

- By a high level of teaching effectiveness, as indicated by peer and student evaluations (assessment of student evaluations will be attuned not simply to the overall satisfaction expressed, or to the absence of negative comments, but to the degree students have been challenged and have learned; peer evaluations will assess classroom skills and the care and effort put into teaching and course design).
- By the effective use of high quality, innovative, or well-tested teaching materials and methods; through major revisions of course contents and materials; by attempts to incorporate new teaching methods and technologies; or by particular mastery of classic, sometimes labor intensive teaching methods, particularly those that are writing-centered.
- By significant contributions to curricular development and the willingness to develop or teach new courses.

Faculty will be judged to have exceeded expectations if their teaching fulfills some (but not necessarily all) of the above criteria.

Satisfactory performance in teaching is demonstrated by acceptable teaching effectiveness (as indicated by peer and student evaluations); the use of teaching materials and methods appropriate to the courses being offered; modest contributions to curricular development; and some participation in the teaching/advising of some graduate students, if such advising is consistent with a faculty member's job description.

#### Service.

Meritorious performance in service is exhibited in various ways and will be assessed from multiple angles. It is demonstrated in part

- By active, effective participation in the work of faculty committees within Environmental Studies and to a lesser extent at the University level (acknowledging that NTTFs are often not expected to perform such service and are not eligible for service on many University-level committees).
- By mentoring of students outside of normal classroom settings (e.g. thesis committees).
- By work on special projects, such as planning and running conferences or setting up new programs; or work related to fundraising, community relations, and/or donor stewardship.
- By additional Environmental Studies related community service, provided that such work clearly supports Environmental Studies Program courses or initiatives.

Exemplary work in some (but necessarily all) of the ways described above will demonstrate that a faculty's service has exceeded expectations.

Satisfactory performance in service is demonstrated by regular, conscientious participation in executive committee meetings, at least modest, regular participation in the committee work of the program, and effective advising of students (if a faculty member's job description includes advising responsibilities).

#### Scholarship.

Scholarship for NTTF will be of a different nature from that expected of TTF. However, evidence of professional engagement in one's field through involvement in conferences, dissemination of knowledge in traditional and less traditional formats, including public arenas, will be valued. For NTTF in which research is a significant part of the job description, evaluation of scholarship will be similar to that for TTF, sensitive both to particular disciplinary standards and the nature and merits of interdisciplinary research and scholarship critical to Environmental Studies.

When requested, the Program Director will provide the Program's merit increase recommendation to the CAS Dean. The actual merit award will be based on funding availability and university criteria.

### **III. Adjunct non-tenure-track faculty**

When merit increases are available for adjunct faculty, the same guidelines that are used for career NTTF will be employed, minus any expectation for service contributions to the program or to the University.

### **IV. Tenure-track faculty**

Many tenure-track faculty in the Environmental Studies Program hold joint appointments with other departments. Depending on the terms of appointment, TTFs with split appointments will be evaluated either in ENVS or the other unit, and in a manner that is consistent with the memorandum of understanding documenting the terms and conditions of the joint appointment.

In cases where the associated department conducts the evaluation,, the Environmental Studies Program Director, after consultation with the ENVS Personnel Committee will send a letter to the associated unit in which the faculty member has a

joint appointment, highlighting the particular nature and merits of the faculty member's research and scholarship, specifying its special importance to the Environmental Studies Program, and outlining the contributions of that faculty member to the teaching and service of the Environmental Studies Program. As the basis for this review, the Program Director will ask the faculty member to submit the same materials that he or she prepares for the disciplinary department, including an up-to-date curriculum vitae. The faculty member should also submit a short (one page) report of teaching, service, or research activities that pertain primarily to the Environmental Studies Program. This evaluation letter, and a record of the resulting merit increase decision, will be maintained in the faculty files in the Environmental Studies Program office.

In addition, to assist in the merit evaluation, the Program Director may share with the associated unit a faculty member's student and peer teaching evaluations for classes taught on behalf of Environmental Studies. Annual reviews, or other relevant performance reviews that have been conducted in the relevant period by Environmental Studies, may also be shared to aid in the preparation of the merit recommendation, subject to the approval and guidance of the Dean's Office and, if necessary, with the permission of the faculty member being evaluated.

The head or director of the associated unit should share with the Director of ENVS their merit evaluation of the ENVS faculty member prior to submitting it to the Dean of CAS. If the Director of ENVS disagrees with the evaluation made by the head or director of the associated unit, the ENVS Director will consult with that head or director to seek agreement, or if no agreement is reached, the Director will send a separate letter to the CAS Dean regarding merit evaluation for that faculty member.

In cases where ENVS conducts the merit evaluation, the Program Director will ask the faculty member to submit a current curriculum vitae, a brief statement summarizing their professional activities, and any additional material that is submitted to an associated department, if applicable. If the faculty member has a joint appointment, the Program Director will request a written evaluation of their performance from the Head of the associated department. The Program Director, in consultation with the Personnel Committee, will then evaluate the research, teaching, and service of the candidate based on the submitted material and, where applicable, the evaluation provided by the Head of the associated department. Each area (research, teaching, and service) will be evaluated as either exceeding (2), meeting (1), or not meeting (0) expectations in the same manner described for NTTFs above. These scores will be weighted as 40% for research, 40% for teaching, and 20% for service. The merit pool will then be distributed across TTF faculty members based on their overall scores, using a combination of both a percentage of base salary and an absolute dollar amount.

When requested, the Program Director will provide the program's merit increase recommendation to the CAS Dean. The actual merit award will be based on funding availability and university criteria.