

**Procedures for the
Enhanced Salary Increase Evaluations and Awards**

EXCERPT

Article VIII, Part Two, Faculty Compensation Program (pp. 14-19 in original document)
from 2007-2011 Collective Bargaining Agreement between
Rutgers AAUP-AFT and Rutgers University Administration

PART TWO: FACULTY COMPENSATION PROGRAM (herein "FCP")

I. Criteria

To the extent of funds available as set forth in PART ONE, Sections II, III and IV of this Article VIII for the fiscal years identified therein, regular and enhanced salary increases will be awarded to faculty members, including those who have demonstrated recent and continuing excellence based on one or more of the criteria of teaching, scholarship, and service. In addition, enhanced salary increases may be awarded to faculty members whose current compensation warrants special consideration on the basis of academic or professional contributions in comparison with compensation of colleagues of similar achievement in the department or discipline at large.

II. Eligibility

1. The faculty member must have an appointment at Rutgers at the time of consideration for a salary increase and during the year for which the salary increase is made.
2. All persons who are members of the faculty on June 30 and whose employment as faculty members continues beyond that date shall receive any regular increase for that year. All faculty members serving in a full-time position as of the second payroll in October and who continue to serve in such position through the following July 1, or who have served three years in a part-time position as of July 1, shall be eligible for consideration for an enhanced salary increase.
3. With respect to a faculty member in his or her terminal year at Rutgers during the effective date of the salary increase, a regular increase shall be awarded but the faculty member is not eligible for an enhanced salary increase.

III. Allocation of Funds

Funds available for enhanced salary increases pursuant to the FCP will be allocated to the three geographic areas of the University (Camden, Newark and New Brunswick) based on the proportion of the total faculty in each of the three areas, except that 5% of the total funds available in 2008-2009, 5% of the funds available for enhanced salary increases in 2009-2010 and 5% of the funds available for enhanced salary increases in 2010-2011 shall be allocated to the President's reserve for distribution as specified in VI. 9. below.

IV. Size of Salary Increase

A salary increase pursuant to the FCP will be awarded as follows:

2008-2009: There shall be no regular salary increases. The total pool of funds set forth in PART ONE Section II shall be available for enhanced salary increases. The amount of an enhanced salary increase, if any, that may be awarded shall be at least 1% of the faculty member's salary as of June 30, 2008 or \$500, whichever is less. The total salary increase a faculty member may receive is an enhanced salary increase of up to 9%.

2009-2010: The pool of funds as set forth in PART ONE Section III shall be available for regular and enhanced salary increases. All eligible faculty members shall receive a regular salary increase of 2.75%. In addition, eligible faculty members may receive an enhanced salary increase. The amount of an enhanced salary increase, if any, that may be awarded shall be at least 1% of the faculty member's salary as of June 30, 2009 or \$500, whichever is less. The total salary increase a faculty member may receive is the regular salary increase of 2.75% plus an enhanced salary increase of up to 13.75% for a total possible salary increase of 16.5%.

2010-2011: The pool of funds as set forth in PART ONE Section IV shall be available for regular and enhanced salary increases. All eligible faculty members shall receive a regular salary increase of 2.75%. In addition, eligible faculty members may receive an enhanced salary increase. The amount of an enhanced salary increase, if any, that may be awarded shall be at least 1% of the faculty member's salary as of June 30, 2010 or \$500, whichever is less. The total salary increase a faculty member may receive is the regular salary increase of 2.75% plus an enhanced salary increase of up to 13.75% for a total possible salary increase of 16.5%.

V. Announcement of Application of the Criteria

To ensure equitable treatment for their members, departments must formulate a statement of their own specific criteria for an enhanced salary increase and the application of them within the framework of the general criteria set forth in Section I. above. The tenured faculty of the department shall formulate and promulgate to the department such a statement prior to the commencement of the process for consideration for award of salary increases specified below.

VI. Consideration for Award of an enhanced salary increase:

1. Consideration for awards of enhanced salary increases shall be conducted in accordance with the following schedule:

a. for awards effective July 1, 2008, consideration will begin during the fall 2007 academic term;

b. for awards effective July 1, 2009, consideration will begin during the fall 2008 academic term;

c. for awards effective July 1, 2010, consideration will begin during the fall 2009 academic term.

2. The departmental chairperson shall announce twenty (20) days in advance that the Peer Evaluation Committees will be considering eligible faculty members for enhanced salary increases and that eligible faculty members are invited to submit relevant materials for consideration.
3. Departments with four or more tenured members shall elect a Peer Evaluation Committee of at least three members, composed of tenured members of the department. In departments with fewer than four tenured members, all the tenured members shall constitute the Peer Evaluation Committee. In departments without tenured members, there shall be no Peer Evaluation Committee.

Nominations for the committee may be made by any tenured member of the department. Elections to the committee shall be by secret ballot of all full-time members of the department holding the rank of Assistant Professor or above who are not in their terminal year. The department chairperson shall convene, be a non-voting member of, and participate in the deliberations of the Committee.

4. Deans shall provide guidance to the department chairpersons or to the Peer Evaluation Committees in units with no department chairpersons concerning the funds available (stated in dollars or a meaningful range of dollars) from which the department or the Peer Evaluation Committee may make recommendations for enhanced salary increases pursuant to the FCP.

The Peer Evaluation Committee shall meet to evaluate all members of the department who are not members of the Committee, who are eligible for consideration for an enhanced salary increase pursuant to the FCP. The Committee shall determine, from among those faculty members considered, those who it will recommend for an enhanced salary increase, in accordance with the criteria set forth in PART TWO Section I. above. The Committee shall prepare a summary statement of its evaluation for each member of the department it recommends and shall indicate which one or more of those criteria is the basis for its recommendation.

5. Subsequent to completing the evaluation process set forth in 4. above, the Peer Evaluation Committee, at its option, may make recommendations to the department chairperson, within the guidelines set forth in Section IV. above, concerning the size of the enhanced salary increase for those individuals whom the Committee has recommended for receipt of such an increase. If the committee chooses to make such recommendations, the chairperson shall provide to the Committee, in confidence, the salary for each individual recommended by the Committee for an enhanced salary increase.

6. After the deliberations of the Peer Evaluation Committee are complete, the chairperson may either (a) endorse the Committee's recommendations, incorporating the names of the members of the Committee whom the chairperson judges meet the criteria for an enhanced salary increase, or (b) prepare an independent list of all of those faculty members in the department who, in the judgment of the chairperson, should receive an enhanced salary increase. In addition, the chairperson shall review the salaries of members of the department and shall make recommendations, within the guidelines set forth in Section IV. above, as to the size of the enhanced salary increase for individuals on his/her list. For each faculty member the chairperson recommends, he/she shall indicate which one or more of the criteria set forth in PART TWO Section I above is the basis for his/her recommendation. The chairperson will then forward his/her recommendations and those of the Peer Evaluation Committee to the dean with justification and appropriate documentation. The chairperson will also forward with these recommendations the statement of the department, as specified in PART TWO Section V. above, although the statement shall not be binding on the dean in his/her deliberations.
7. Upon receipt of the nominees from each of the department chairpersons within the unit, the dean shall formulate a list of nominees from among those proposed by the departments and including such department chairpersons and other faculty members not proposed by the departments who, in the judgment of the dean, are qualified, according to the criteria specified in PART TWO Section I above, for an enhanced salary increase. The dean's list shall include the dean's recommendation as to the size of the enhanced salary increase for each individual on the list. For each faculty member the dean recommends, he/she shall indicate which one or more of the criteria set forth in PART TWO Section I. above is the basis for his/her recommendation.

Should the dean wish to include on his/her list an individual who the chairperson has not recommended for an enhanced salary increase or should the dean wish to increase or decrease the size of an enhanced salary increase recommended by the chairperson (or if there is no chairperson, by the Peer Evaluation Committee or its chairperson) and where such increase or decrease exceeds one percent (1%) of that individual's salary, the dean shall first discuss the matter with the chairperson. The dean will forward his/her recommendations to the chancellor or, in the case of New Brunswick units, to the Executive Vice President for Academic Affairs (EVPAA) with justification and appropriate documentation. The dean will, at the same time, forward to the chancellor or EVPAA the recommendations of the Peer Evaluation Committees and department chairs.

8. The chancellor or EVPAA shall review the recommendations from the several deans, directors, chairpersons, and departmental committees and, from among the eligible faculty members and to the extent of funds allocated to his/her campus, shall make a final determination as to which faculty members on the campus shall receive enhanced salary increases and as to the size of each increase. The chancellor or EVPAA shall

indicate which one or more of the criteria is the basis for his/her decision to grant the increase.

9. The President will receive from each of the campus chancellors and the EVPAA the list of the chancellor's/EVPAA's actions and a list of remaining faculty members recommended by the dean, the department chair, and/or the departmental Peer Evaluation Committee for an enhanced salary increase, plus a list of those eligible for an enhanced salary increase but not recommended at any level. The President may select from these lists a number of additional individuals to receive enhanced salary increases, who, in the President's judgment, best meet the criteria specified in PART TWO Section I. above. Such additional Presidential increases shall be limited to the President's 5% pool as set forth in PART TWO Section III. above.
10. In order to assist the deans, chancellors and EVPAA in recommending or awarding, as the case may be, enhanced salary increases to department chairs, or to faculty members whose assignments or activities occur outside the confines of the standard departmental or decanal unit or who, in the judgment of the dean, chancellors or EVPAA, otherwise warrant enhanced salary increases, deans, chancellors and EVPAA may set aside a portion of FCP funds available for enhanced salary increases with which to make recommendations (or, in the case of the chancellors and EVPAA, decisions) to award enhanced salary increases so long as the percentage of program funds set aside does not exceed the following:
 - a. in the case of deans: 10% of the unit allocation.
 - b. in case of chancellors and EVPAA: 5% of the campus allocation prescribed by Section III.

VII. Implementation

The University will notify individual faculty members who have been recommended for consideration for an enhanced salary increase of the action taken in regard to that recommendation. For each such faculty member, the University will inform the AAUP-AFT of the faculty member's department, campus, academic rank, and salary before and after the enhanced salary increase, if any; the level of the initial recommendation for an enhanced salary increase; the reason for the recommendation, specified in PART TWO Section I. above, and whether the faculty member was a member of the department Peer Evaluation Committee and/or a department chairperson.

Subsequent to the conclusion of the award process, the evaluation packets will be returned to the office of the dean. The dean will notify the department chairpersons of the results of the FCP process for their department, that the material is available for review by them, and the dean will indicate his/her availability to discuss the FCP process with the department chairperson. The chairperson shall inform the Peer Evaluation Committee of the substance of such a discussion. Individual members of the faculty may review their own packets in accordance with the usual procedures for review of

personnel files and may discuss their packets and review their professional progress with their chairperson and/or dean.

VIII. Grievability

The academic judgment that forms the basis of the granting or failure to grant an enhanced salary increase, including the size of the enhanced salary increase, are not grievable. Allegations of a violation of the procedures set forth in this Faculty Compensation Program which results in the failure to grant an enhanced salary increase shall be brought under Article IX, Category 2 of the Agreement between the AAUP-AFT and the University.

IX. Information

1. The University will inform the AAUP-AFT as to the amount of funds allocated to the three geographic areas of the University pursuant to PART TWO Section I. above.
2. At the conclusion of the process, the University will inform the AAUP-AFT as to each faculty member nominated at any level of the process the enhanced salary increase, if any, recommended at each level, and the salary increase, if any, awarded, along with identification of recommended faculty members and awardees, as the case may be, from amounts set aside as described in Section VI. 10.