BIENNIAL SALARY REVIEW
PURPOSE OF REVIEW

• For Administrators
  • to review the progress of faculty members every two years against performance expectations which are set out (A11.05 and Departmental Criteria), and known to them and relevant to their responsibilities; to ensure that faculty members carry out their duties satisfactorily.

• For Faculty
  • a means by which faculty members may get an additional increase to their base salary by demonstrating they are meeting or exceeding job expectations and as a means to get feedback on their performance in order to improve in the future.

• Involves about 400 faculty every year.
WHO IS ELIGIBLE?

• Continuing tenured and tenure track faculty (Assistant, Associate and Full Professors) and teaching faculty (Lab Instructors, Lecturers and Senior Lecturers).

• Limited term faculty, both teaching and research, whose initial or cumulative appointment is over 2 years will be reviewed in the 2nd and 4th years of the appointment or accumulated appointment.

• Faculty on paid/unpaid leave, maternity/paternity leave, sick leave or on modified appointments.

• Excluded are:
  – limited term faculty with appointments less than 2 years
  – faculty retiring in the year of review
  – those on year long LTD or
  – those going up for promotion.
CRITERIA

• The criteria to be used to assess faculty for the salary review is set out in A11.05 as well as the Department/Schools’ own criteria.
CATEGORIES OF EVALUATION (A11.05)

• A faculty member who is being considered for contract renewal, tenure and/or promotion and for salary review must be evaluated on the basis of their performance in three key areas of activity: teaching effectiveness; scholarly activity and service to the University, their academic discipline or the broader community.

• At a minimum, satisfactory performance in both teaching effectiveness and scholarly activity must be demonstrated. Less than satisfactory performance in either will not meet the expectations of the University. In addition, there must be evidence of meaningful service contributions.
TEACHING EFFECTIVENESS CRITERIA

• Success as a teacher is of fundamental importance for evaluating the performance of a faculty member.

• Matters which should be taken into consideration in evaluating teaching:
  • mastery of the subject
  • generation of enthusiasm in students
  • maintenance of appropriate academic standards
  • dedicated involvement within one's field(s)
  • openness to innovation
  • graduate supervision
  • development of academic programs
  • ability and willingness to teach a range of subject matter and at various levels of instruction.

• Assessment methods can include:
  • student questionnaires/evaluations
  • observations of faculty colleagues
  • teaching portfolios/dossiers
  • the caliber of supervised dissertations and theses
  • provision of services to students over and above formal teaching
  • Success of student outcomes.
SCHOLARLY ACTIVITY CRITERIA

• Research achievement is of fundamental importance in the evaluation of the performance of a faculty member.
• The nature of research achievement will vary by discipline.
• Matters which should be considered when evaluating scholarly activity:
  • research published or otherwise subjected to appropriate peer evaluation
  • emphasis on quality as well as quantity
  • recognition by national and/or international professional societies and granting agencies, and special recognition by such societies, agencies or other universities should be noted
  • dissemination of research at conferences, etc.
  • patents
  • research funding
  • recognition by community (e.g. awards).
SERVICE CRITERIA
GENERAL CONTRIBUTIONS TO THE UNIVERSITY AND TO SOCIETY

• It is expected that each faculty member will be an active participant in the collegial governance of the University.

• Matters that should be considered in evaluating service:
  • contributions to all levels of the administration of the University and to academic field
  • initiating and participating in seminars, public lectures or similar activities on campus
  • help provided to other faculty members of the University
  • public service contributions with a strong focus on the academic content of the contribution
  • service to SFUFA counts.
WHO ARE THE SALARY REVIEWERS?

• Research faculty are reviewed by Chair of the TPC (Tenure and Promotion Committee) with the advice of the TPC and then by the Dean of the Faculty.

• Teaching faculty are reviewed by the Chair of the Teaching Appointments Review Committee. (TARC) - which is the TPC plus the teaching faculty member (elected/ratified by Teaching Faculty) with the advice of the TARC and then by the Dean.

• The Chair of the TPC is reviewed by the TPC who elects an interim Chair who will forward the committee’s recommendation to the Dean.
There are 4 sets of salary scales resulting from negotiations with the Faculty Association; for research faculty, teaching faculty, librarians, and sessional lecturers (A20.02).

The July 1, 2009 scales are currently in effect.

Salary scales are broken into ranks. Each rank has a floor and a ceiling above which the faculty member has to be promoted. Some ranks have merit steps (i.e. Assistants, Associates and Professors).

Break points (denoted using “- xx –”) are present for various ranks. The value of a step is approximately $2,640 below the breakpoint and $1,508 above the breakpoint.
Salary Scale: Faculty

http://www.sfu.ca/content/dam/sfu/policies/files/academic_policies/20_series/JUL_2009_Faculty.pdf
Salary Scale – Teaching

http://www.sfu.ca/content/dam/sfu/policies/files/academic_policies/20_series/JUL_2009_LabInstrLecturer.pdf
MARKET DIFFERENTIALS

• In addition to base salaries, some faculty members receive market differentials on appointment as a recruitment incentive because of economic drivers for certain disciplines.

• Market differentials attract benefits and deductions like salary.

• Market differentials are rolled into base salary on promotion to a Senior Lecturer from Lecturer or on promotion from Associate Professor to Full Professor. Any excess is called a salary differential.
CAREER PROGRESS INCREMENTS AND ASSESSMENTS

- Faculty are placed at a salary when they are first appointed. If they were appointed from September to February, they receive an automatic 1 step salary increase the next September. If they were appointed from March to August, they will have to wait until the following September for their 1 step increase.

- Teaching faculty whose first year probation is extended for another year will not get an increase on the following September.

- The salary review process usually begins about 18 months from the date of the initial appointment. If a faculty member applies for promotion in the year of their salary review - the promotion review takes precedence and the faculty member will move to a new cohort (2 years later) for their salary review.

- Assistant and Associate Professors can move all the way up the salary scale until they reach step 10; Professors can go all the way up to step 14. The steps above are Merit Steps.

- Faculty members at the top of the scale are still awarded steps during the review but earn no salary increases from their step awards and cannot bank the steps for future use.
MERIT STEPS

• Applicable to Assistant and Associate Professors (Step 10 or higher) and Full Professors (Step 14 or higher).
• An assessment of 1.5 steps will result in a 1.0 merit step increase in the year of the assessment and the following year.
• An assessment of 2 steps will result in a 2.0 merit step increase in the year of the assessment and the following year.
• An assessment of 0.0, 0.5 or 1.0 steps will result in no merit step increase.
• An Assistant or Associate Professor cannot move beyond the top of the merit scales without a promotion.
ANNUAL PROCESS AND TIME LINE

November-December

• AR provides you with a list of the faculty members due for salary review in your Department/School. Excluded from the list are known retirements, resignations and applications for early retirement, faculty members going up for promotion as well as those who are on long-term disability (salary review and RTP considerations are suspended).

• Departments and Schools review the lists and advise us of changes that need to be made (e.g. tenured Associate Professors or Lecturers who have applied for promotion, or early tenure/promotion in the case of Assistant Professors).

• AR allocates each faculty a total number of steps based on an average of 1.3 steps per faculty members being reviewed (e.g. a faculty of 50 members would receive $1.3 \times 50 = 65$ steps for distribution in the review).

• Some Deans allocate 1.2 or 1.25 steps per faculty member to their units and save the difference that they can award at their own discretion.

• Salary increases are awarded in 0.5 step increments (i.e. 0.0, 0.5, 1.0, 1.5 and 2.0 steps).

• Salary placements on promotions usually range from 1.0 - 2.0 steps (or higher) and are not included in the salary review step allocation.
ANNUAL PROCESS AND TIME LINE

December
- AR sends a memo to Faculties with confirmed lists of faculty to be reviewed.
- AR sends a reminder to faculty to submit CV Update and Outside Activity Report.

January 15
- All faculty members must submit annually:
  - an updated CV (their own version or the University CV update available online)
  - an Outside Activities report (available online).
- Teaching appointments should also submit an updated teaching dossier annually.
- Faculty member to submit biennial salary review materials if being reviewed; including an updated CV detailing career activities for at least last two preceding years.
- Some faculties or departments require a statement of teaching, research and/or a teaching portfolio/dossier for research faculty and a teaching dossier/portfolio for teaching appointments.
ANNUAL PROCESS AND TIME LINE

March 1

• Chair/Director to consult with TPC/TARC and forward salary recommendation to Dean and faculty member.

• The Chair’s/Director’s recommendation should set out a clear assessment of the faculty member’s performance with respect to the University’s/School’s/Department’s criteria, the reasons underlying that assessment; where appropriate, suggestions and a timeline for improving performance and recommendations for a salary increase in the year of the review and the next year. A copy of the recommendation/assessment must be sent to the faculty member being reviewed.

• The Chair/Director must advise the faculty member that if the faculty member disagrees with the assessment or wants to revise any mistakes or add information, he/she has 14 days from the date of transmittal to inform the Dean, in writing, of his/her disagreement, the reasons for it and/or provide additional information.

• The Chair/Director must also advise the faculty member that the final decision made by the Dean may not be the same as that recommended by the Chair/Director.

• Faculty members on accommodated, modified appointments, sick leave, paternity/maternity leave should be evaluated on the basis of time spent at the University and the nature of their appointment (e.g. research intensive) during the review period.
ANNUAL PROCESS AND TIME LINE

May 1

• Dean to forward recommendations to the VPA (through AR), with copy to faculty member and Chair/Director.
• If Dean intends to make a lower recommendation than Chair/Director; Dean is to send summary of draft assessment to faculty member for a response within 14 days from the date of transmittal.
• If Dean intends to make a more favorable recommendation, Dean is to send summary of assessment to Chair/Director for comment.
• In making the recommendation, the Dean should review the Chair’s/Director’s recommendation/assessment and provide his/her own recommendation/assessment, and make reference to any documents reviewed other than those provided by the TPC (i.e. faculty members response) and set out the underlying reasons for the recommendations and if appropriate, any suggestions for improvement. The Dean should forward a copy of the recommendation to the faculty member and to the VPA through AR.

• Notice of Right to Appeal
  • for research faculty - if the Dean’s recommendation is lower than Chair/Directors’ or if both recommend no career progress increment
  • for teaching faculty - if both Dean and Chair/Director recommend no career progress increment
  • the Dean must advise a faculty member of their right to file an appeal within 14 days of transmittal to University Salary Review Committee (USAC) through the VPA and AR Office (A 20.01 s. 8).
  • This appeal is not automatic as with RTP cases. The faculty member must request it.
ANNUAL PROCESS AND TIME LINE

• May 31
  • University Salary Appeal Committee to review cases brought to them for consideration and forward recommendation to President through VPA Office.

• June 15
  • All recommendations to be forwarded to the President for approval through VPA Office.

• July
  • Notification of President’s Decisions sent to faculty members, Chairs, Directors and Deans.

• Sept 1
  • Career progress and promotion increases implemented by AR office.
JOINT APPOINTMENTS

• **Two Departments - Same Faculty**
  • When a faculty member has a joint appointment, the Chair of the "other" department shall consult with the TPC of the "other" department, and shall provide the Chair of the "home" department with an assessment of performance.
  • The "home" TPC shall make the department level recommendation to the Dean.

• **Two Departments – Different Faculty**
  • If the faculty member's appointment is across two Faculties, the "other" Dean shall provide the "home" Dean with an assessment of performance or recommendation of placement on promotion.

• No salary recommendation need be made by the “other” department or faculty.