

Memorandum

Date: February 3, 2023

To: Dean/VP Shane Burgess

From: CALS/CES Faculty Council

Subject: Fairness and transparency in merit pay processes

The CALS Faculty Council has received and discussed several concerns related to the lack of fairness and transparency among faculty and extension specialists' merit pay within and across units in CALS.

Although there have been calls for greater transparency in the merit increase process, there continue to be units within CALS where there has not been clear communication of the processes and metrics by which unit heads make decisions about merit raises.

The lack of clear guidelines for determining merit raises has led to confusion, frustration, and anger among faculty, and it is essential that we address this issue to ensure fairness and consistency in the review process. We request that clear and transparent guidelines for merit raises be communicated to all employees well in advance of the actual review period.

To achieve this goal, we suggest the following actionable items for oversight:

1. Each unit head develops a set of clear and objective criteria for determining merit raises in collaboration with faculty. These criteria should be based on factors such as job performance, contributions to the unit's mission, and alignment with the unit, college, and university's goals and values.
2. The criteria will be developed with the input of and approval by the unit voting faculty. The criteria should be reviewed and reapproved by the faculty every 1 to 3 years.
3. These guidelines will be communicated to all employees prior to the start of the review period (i.e., no later than December 15 of the year preceding the start of the review process.)
4. The college will disseminate information on the mechanisms for employees to provide anonymous feedback and raise concerns about the merit guidelines and their application, annually.
5. The Dean/VP of CALS/AVLSCE will provide oversight to ensure that the merit criteria are collaboratively developed within the units and that the approved merit criteria are faithfully applied.

By implementing these actionable items, we can ensure that the merit raise process is clear, transparent, and fair for all employees. We appreciate your attention to this matter and look forward to your support in addressing this issue.