

METHODOLOGY FOR DETERMINING MERIT-BASED SALARY INCREASES IN CNHS

The College's appropriate Guidelines for Annual Performance Reviews¹ will be used to assess the faculty member's performance during the Spring semester of the academic year. A performance score will be assigned to each area of responsibility on a 0-3 numeric scale as follows:

Unsatisfactory	0
Good	1
Very Good	2
Excellent	3

At minimum, faculty are expected to perform at the "Good" (1) level in all categories.

Faculty who exceed the baseline expectations by performing at the "Very Good" (2) or "Excellent" (3) level in one or more categories will receive a performance-based salary increase.

In no case shall a performance-based salary increase be awarded to a faculty member whose performance is unsatisfactory (0) in one or more categories.

Merit increases will be determined on the basis of a calculated Merit Score. The Merit Score for a faculty member is determined by multiplying the performance score for each area of responsibility by the assigned fractional FTE for that area, then summing the values. The highest possible Merit Score is 3.0.

Merit Score = Σ (performance score) X (fractional FTE) for each area of responsibility

For example, a tenure-track faculty member with an assigned workload of 40% research, 50% teaching and 10% service receives performance scores of 2, 3 and 1 respectively. The calculated Merit Score in this case is $(.4 \times 2) + (.5 \times 3) + (.1 \times 1) = 2.4$

Faculty whose Merit Score is greater than 1.0 are eligible for a merit-based salary increase.

Merit increases will be determined as a percentage of the available pool as follows:

- The average merit increase will be determined by dividing the amount of the available pool by the number of faculty eligible per the criteria outlined above.
- The eligible faculty will be stratified into upper, middle and lower thirds on the basis of Merit Scores.
- The operating principle will be that
 - The middle third will receive the average merit increase
 - The upper third will receive 50% more than the average merit increase
 - The lower third will receive 50% less than the average merit increase
- The Dean will retain the right to deviate from these operating principles in order to reward extraordinary accomplishment i.e. beyond the descriptors for Excellent in one or more categories. In such cases a downward adjustment will be spread across the merit increases of the other eligible faculty.

¹ GUIDELINES FOR ANNUAL REVIEW OF TENURED AND TENURE-TRACK FACULTY IN CNHS
GUIDELINES FOR ANNUAL REVIEW OF CLINICAL-TRACK FACULTY IN CNHS
GUIDELINES FOR ANNUAL REVIEW OF LECTURERS IN CNHS