

## **GUIDELINES FOR PERFORMANCE-BASED SALARY INCREASES (2/27/2009):**

The School of Business administration is an AACSB accredited business school. Our faculty members are responsible for delivering high quality instruction and student advising, high quality research, and responsible and committed service. Associated with this balanced perspective on faculty contributions, our norm is to evaluate faculty using 40% teaching, 40% research and 20% service.

In the interest of best serving our students' and other constituencies' needs, it is common practice to:

- (1) Hire instructional specialists, and,
- (2) Modify the workload of tenure track faculty to provide an appropriate mix of teaching, research and service responsibilities relative to career stage and unique capabilities.

The consequence of this practice is that the assigned workload for teaching, research and service will vary from faculty member to faculty member.

Thus, it is imperative that any system of allocating performance based salary increases take into account the school's overall objectives and the unique contributions of individual faculty. The following protocol for determining and allocating performance based salary increases is designed to support that objective.

Overall, the approach is based upon a comparative evaluation of performance across peers within an area of responsibility and a weighting of each area of contribution in the determination of the total increase.

The steps are as follows:

- (1) Divide the total performance pool into three categories – 40% teaching, 40% research, and 20% service.
- (2) Within each category, conduct an evaluation of faculty as follows:
  - a. For teaching and advising
    - i. Compare the individual faculty member's performance to the average performance, using the evaluations of teaching effectiveness. Assign a **teaching performance score** of 1 for those faculty teaching at less than or equal to 90% of the mean, a 2 for those faculty teaching at the mean, and a 3 for those faculty teaching at 110% of the mean.
    - ii. Take into consideration the **teaching demands** by counting the number of unique course preparations in the year. If equal to or greater than 3 course preparations, apply a multiplier of 1.33 to the teaching score.
    - iii. Take into consideration the individual faculty member's **teaching workload** by dividing the percentage of the individual's workload accounted for by teaching responsibilities by 40% -- the norm teaching workload percentage. (For example, if the faculty member has 80% of workload allocated to teaching then  $80/40=2$ ).
    - iv. Determine the individual teaching points by multiplying the teaching performance score by the teaching demand weight by teaching workload weight.
    - v. Sum the total number of points generated across all faculty and divide the number of points into the funds available for teaching merit to determine a dollar value per teaching point.
    - vi. Determine each faculty members' teaching performance amount by multiplying the number of individual faculty member's teaching points by the value per teaching point.
  - b. For research
    - i. For the research active faculty, determine the **research contribution** of each research-responsible faculty member, using the intellectual contributions measurement structure . As specific weights have yet to be established by the faculty for each aspect of intellectual contribution, the following values will be assigned in a consistent fashion
      1. Each Tier I publication (either at a stage of accepted for publication or appearing in print) will receive 4 points.

2. Each Tier II publication (either at a stage of accepted for publication or appearing in print) will receive 2 point.
  3. Each funded research project will receive 2-4 points contingent upon significance.
  4. Each paper appearing in or accepted for publication in a meeting proceedings will receive 2 points.
  5. Each presentation, up to 3 presentations per year, will receive 1 point per presentation.
- ii. Take into consideration the individual faculty member's **research workload** by dividing the percentage of the individual's workload accounted for by research responsibilities by 40% -- the norm research workload percentage. (For example, if the faculty member has 60% of workload allocated to research then  $60/40=1.5$ .)
  - iii. Faculty members with research responsibility are expected to have an active program of research. At a minimum, it is expected that the faculty member will have draft versions of papers or teaching tools that maybe submitted for publication. Absent evidence of this work, a faculty member with research responsibilities will receive a 0 score for research contribution and will be ineligible for receiving an allocation from the portion of the performance pool allocated to research achievement.
  - iv. Determine the individual research points by multiplying the research contribution score by the research workload weight.
  - v. Sum the total number of points generated across all faculty and divide the number of points into the funds available for research merit to determine a dollar value per research point.
  - vi. Determine each faculty members' research performance amount by multiplying the number of individual faculty member's research points by the value per research point.
- c. For service
- i. For faculty with service responsibilities, determine the **service contribution** of each service-responsible faculty member, using the following:
    1. Membership on standing school committees equals 1 point
    2. Membership on ad hoc school committees equals 1 point
    3. Membership on university standing committees equals 1 point
    4. Membership on university ad hoc committees equals 1 point
    5. Chairing school committees equals 2 points (counts as membership plus additional responsibility)
  - ii. For faculty with service responsibilities, determine the **service workload weight** by dividing the percentage of the person's workload by 20% -- the norm service workload percentage.
  - iii. Determine the individual service points by multiplying the service contribution score by the service workload weight.
  - iv. Sum the total number of points generated across all faculty and divide the number of points into the funds available for service merit to determine a dollar value per service point.
  - v. Determine each faculty members' service performance amount by multiplying the number of individual faculty member's service points by the value per research point.
- (3) Determine individual faculty member total performance dollars by summing across the three categories – teaching, research, and service for each individual faculty member.

Intellectual Contribution Mix and Levels

Last updated 1/16/2006

Teaching (40%)	Research (40%)						Service (20%)
	Discipline-Based Scholarship – 70%		Contributions to Practice – 20%		Learning and Pedagogical Research – 10%		
	<b>PRJ<sup>1</sup></b>	<b>OIC<sup>2</sup></b>	<b>PRJ</b>	<b>OIC</b>	<b>PRJ</b>	<b>OIC</b>	
	<i>JLevel 1</i>	<i>OTJC<sup>3</sup></i>	<i>JLevel 1</i>	<i>OTJC</i>	<i>JLevel 1</i>	<i>OTJC</i>	
	<i>JLevel 2</i>		<i>JLevel 2</i>		<i>JLevel 2</i>		
	<i>JLevel 3</i>						

<sup>1</sup> Peer Reviewed Journal

<sup>2</sup> Other Intellectual Contributions

<sup>3</sup> Other than journal contribution to include cases, scholarly books, textbooks, chapters, monographs, proceedings papers or abstracts, publicly available working papers, presentations at faculty research seminars, regional, national or international conferences, published instructional software program, grants (peer reviewed, other) and other contributions deemed suitable by the ICMS committee.

Area	Journal	Tier
Accounting	Accounting, Organizations and Society	1
Accounting	Contemporary Accounting Research	1
Accounting	Journal of Accounting and Economics	1
Accounting	Journal of Accounting Research	1
Accounting	The Accounting Review	1
Accounting	Abacus	2
Accounting	Accounting and Business Research	2
Accounting	Accounting Educator's Journal	2
Accounting	Accounting Historians Journal	2
Accounting	Accounting Horizons	2
Accounting	Accounting, Auditing and Accountability	2
Accounting	Advances in Accounting	2
Accounting	Advances in Public Interest Accounting	2
Accounting	Advances in Quantitative Analysis of Finance and Accounting	2
Accounting	Auditing: A Journal of Practice & Theory	2
Accounting	Behavioral Research in Accounting	2
Accounting	Critical Perspectives in Accounting	2
Accounting	International Journal of Accounting Education and Research	2
Accounting	Issues in Accounting Education	2
Accounting	Journal of Accounting and Public Policy	2
Accounting	Journal of Accounting Education	2
Accounting	Journal of Accounting Literature	2
Accounting	Journal of Accounting, Auditing and Finance	2
Accounting	Journal of Business, Finance and Accounting	2
Accounting	Journal of Cost Analysis	2
Accounting	Journal of Cost Management	2
Accounting	Research in Accounting Regulation	2
Accounting	Strategic Finance	2
Accounting	The CPA Journal	2
Accounting	The International Journal of Accounting	2

Finance	Journal of Banking and Finance	1
Finance	Journal of Finance	1
Finance	Journal of Financial and Quantitative Analysis	1
Finance	Journal of Financial Economics	1
Finance	Review of Financial Studies	1
Finance	Financial Analysts Journal	2
Finance	Financial Management	2
Finance	Journal of Applied Corporate Finance	2
Finance	Journal of Corporate Finance	2
Finance	Journal of Derivatives	2
Finance	Journal of Economics and Business	2
Finance	Journal of Financial Intermediation	2
Finance	Journal of Financial Markets	2
Finance	Journal of Financial Research	2
Finance	Journal of Financial Services Research	2
Finance	Journal of Fixed Income	2
Finance	Journal of Futures Markets	2
Finance	Journal of Money, Credit, and Banking	2
Finance	Journal of Portfolio Management	2
Finance	Journal of Risk and Insurance	2
Finance	Quarterly Review of Economics and Finance	2
Finance	Review of Derivatives Research	2
Finance	Review of Quantitative Finance and Accounting	2
Finance	The Financial Review	2
Marketing	Journal of Consumer Research	1
Marketing	Journal of Marketing	1
Marketing	Journal of Marketing Research	1
Marketing	Journal of Retailing	1
Marketing	Journal of the Academy of Marketing Science	1
Marketing	Marketing Science	1
Marketing	European Journal of Marketing	2
Marketing	Industrial Marketing Management	2
Marketing	International Journal of Research in Marketing	2
Marketing	Journal of Advertising	2
Marketing	Journal of Advertising Research	2
Marketing	Journal of Business and Industrial Marketing	2
Marketing	Journal of Business Research	2
Marketing	Journal of Business to Business Marketing	2
Marketing	Journal of Consumer Marketing	2
Marketing	Journal of Direct Marketing	2
Marketing	Journal of Global Marketing	2
Marketing	Journal of Health Care Marketing	2
Marketing	Journal of International Business Studies	2
Marketing	Journal of International Marketing	2
Marketing	Journal of Marketing Management	2
Marketing	Journal of Marketing Theory and Practice	2
Marketing	Journal of Nonprofit and Public Sector Marketing	2
Marketing	Journal of Personal Selling and Sales Management	2

Marketing	Journal of Product Innovation Management	2
Marketing	Journal of Public Policy and Marketing	2
Marketing	Journal of Services Marketing	2
Marketing	Marketing Letters	2
Marketing	Marketing Management	2
Marketing	Psychology and Marketing	2
MIS	Communications of the ACM (CACM)	1
MIS	Decision Support Systems (DSS)	1
MIS	Information & Management (IM)	1
MIS	Information Systems Research (ISR)	1
MIS	Journal of Management Information Systems (JMIS)	1
MIS	Management Information Systems Quarterly (MISQ)	1
MIS	Communications of the AIS (CAIS)	2
MIS	Database	2
MIS	European Journal of Information Systems (EJIS)	2
MIS	Human-Computer Interaction (HCI)	2
MIS	Information Quality Research (IQR)	2
MIS	Information Systems Frontiers (ISF)	2
MIS	Information Systems Journal (ISJ) Information Systems Management (ISM)	2
MIS	International Journal of Intelligent Systems (IJIS)	2
MIS	International Journal of Intelligent Systems in Accounting, Finance, & Management (IJIS AFM)	2
MIS	Journal of Computer and Systems Sciences (JCSS)	2
MIS	Journal of Computer Information Systems (JCIS)	2
MIS	Journal of Database Management (JDM)	2
MIS	Journal of Information Management (JIM)	2
MIS	Journal of Information Systems (AAA JIS)	2
MIS	Journal of Management Systems (JMS)	2
MIS	Journal of Strategic Information Systems (JSIS)	2
MIS	Journal of the ACM (JACM)	2
MIS	Journal of the AIS (JAIS)	2
Org Beh/Mgmt	Academy of Management Journal	1
Org Beh/Mgmt	Academy of Management Review	1
Org Beh/Mgmt	Human Resource Management Journal	1
Org Beh/Mgmt	Industrial and Labor Relations Review	1
Org Beh/Mgmt	Industrial Relations	1
Org Beh/Mgmt	Administrative Science Quarterly	2
Org Beh/Mgmt	Group and Organization Management	2
Org Beh/Mgmt	Human Relations	2
Org Beh/Mgmt	International Journal of Human Resource Management	2
Org Beh/Mgmt	International Labour Review	2
Org Beh/Mgmt	Journal of Applied Behavioral Science	2
Org Beh/Mgmt	Journal of Applied Psychology	2
Org Beh/Mgmt	Journal of Conflict Resolution	2
Org Beh/Mgmt	Journal of International Business Studies	2
Org Beh/Mgmt	Journal of Labor Research	2
Org Beh/Mgmt	Journal of Management	2
Org Beh/Mgmt	Journal of Organizational Behavior	2

Org Beh/Mgmt	Journal of Socio-Economics	2
Org Beh/Mgmt	Organization	2
Org Beh/Mgmt	Organization Studies	2
Org Beh/Mgmt	Organizational Behavior and Human Decision Processes	2
Org Beh/Mgmt	Personnel Psychology	2
Org Beh/Mgmt	Social Forces	2
Org Beh/Mgmt	Social Science Quarterly	2
POM	Decision Sciences	1
POM	European Journal of Operations Research	1
POM	IIE Transactions	1
POM	Journal of Operations Management	1
POM	Management Science	1
POM	Manufacturing and Service Operations Management	1
POM	Operations Research	1
POM	Computers and Industrial Engineering	2
POM	Computers and Operations Research	2
POM	IIE Transactions on Engineering Management	2
POM	INFORMS Journal on Computing	2
POM	Interfaces	2
POM	International Journal of Engineering Management	2
POM	International Journal of Flexible Manufacturing	2
POM	International Journal of Operations & Production Management	2
POM	International Journal of Production & Quantitative Methods	2
POM	International Journal of Production Economics	2
POM	International Journal of Production Research	2
POM	International Journal of Production Research	2
POM	Journal of Business Logistics	2
POM	Journal of Product Innovation Management	2
POM	Journal of Product Innovation Management	2
POM	Journal of Project Management (also International JPM)	2
POM	Journal of Quality Technology	2
POM	Journal of the Operational Research Society	2
POM	Journal of Total Quality Management	2
POM	OMEGA: The International Journal of Management Science	2
POM	Production & Operations Management	2
POM	Quality Management Journal	2
Real Estate	Real Estate Economics	1
Real Estate	Journal of Real Estate Finance and Economics	2
Real Estate	Journal of Real Estate Research	2
Real Estate	Journal of Urban Economics	2
Other	American Economic Review	1
Other	Econometrica	1
Other	Journal of Monetary Economics	1
Other	Journal of Political Economy	1
Other	Quarterly Journal of Economics	1
Other	Rand Journal of Economics	1
Other	Review of Economics and Statistic	1