

**Department of Civil, Environmental and Architectural Engineering
University of Colorado Boulder**

Annual Merit Evaluation and Salary Increase Determination

January 2014

Annual Merit Evaluation

The annual merit evaluation of faculty is conducted by the Department Chair together with the six members of the department's elected Executive Committee. Individual faculty members submit a Faculty Report of Professional Activities (FRPA) to the university and a faculty Performance Narrative. The Chair and all Executive Committee members review all FRPAs and Performance Narratives. The Chair assigns a first and second reader from the committee for each faculty member. In January and early February, the first readers offer to meet with each faculty member to review the faculty member's FRPA and discuss any significant accomplishments or extenuating circumstances that might not be apparent on the document. Each faculty member is encouraged to meet with their first reviewer as this discussion is helpful in the evaluation process. In February, a Performance Narrative Feedback Committee provides feedback on the Performance Narrative to each faculty member. Upon completion of both the FRPA and Performance Narrative, each Executive Committee member is provided with the FRPAs, Narratives and a spreadsheet summary of key metrics for all faculty members in the Department. Each Executive Committee member evaluates all faculty members. The evaluation by the Executive Committee is based on the FRPA. The Performance Narrative is used to provide additional context to the FRPA and will not negatively affect the rating process; but may help support the rankings in the case of an inconsistency. The Executive Committee then meets and discusses each faculty member's performance. The first and second readers present the case. The Department Chair and the other Executive Committee members comment. After discussions, each Executive Committee member states their performance rating for the faculty member under review, which may be different than their initial ratings before the discussions. The initial department evaluation is the average of the seven ratings. The Department sends the ratings to the Dean. The Dean, along with the Associate Deans for research and education, reviews each faculty member's evaluation and recommends any adjustments deemed necessary to promote consistency across the College. The Department Chair then meets with the Dean and Associate Deans to discuss any changes, and a final rating is agreed upon by the College and the Department. The evaluations are provided to the faculty members for signature. The Chair offers, but does not require, to meet with each faculty member. The Department adheres to the college grievance policy as described in the [Annual Faculty Evaluation, Salary Increase Determination and Salary Equity](#).

Merit Evaluation Weightings

For the purposes of annual merit evaluation, the efforts and accomplishments of tenure-track faculty are normally assessed according to a standard formula of 40% teaching, 40% research and 20% service. An exception is that a faculty member on leave, sabbatical or faculty

fellowship primarily related to research for one semester in a calendar year is normally assigned weightings of 10% teaching, 80% research and 10% service for that semester, or 25% teaching, 60% research, and 15% service for the entire year when combined with a standard semester. Changes by not more than 15% in teaching or research, or 10% in service, may be negotiated with the Department Chair. Larger changes in weightings require a written request, with justification, and approval signed by the Chair and the Dean. In all cases, proportionate adjustments in performance expectations will be made when a faculty member's weightings for evaluation are different from the standard. Please see the college guidelines for more information.

Merit Ratings

The University requires that each regular (tenured/tenure-track) and full-time instructional faculty member is evaluated in the following categories: far exceeds expectations, exceeds normal expectations, meets normal expectations, below expectations or unsatisfactory. The department's Executive Committee uses a "+" and "-" in each category for more granularity in determining raises, with the exception of no "+" for far exceeds expectation and no "+" or "-" for unsatisfactory. For tenured faculty, an overall rating of "below expectations" or "unsatisfactory" triggers a post-tenure performance review and plan according to the University of Colorado requirements.

Salary Increase Determination

In spring 2013, the College shifted the salary increase determination to the Departments. The Dean provides a fixed merit raise pool to the Department. The Department determines salary increases for faculty members on the basis of the systematic comparative evaluation of merit previously described, and in consideration of each individual's assigned differentiated workload assignment and total contributions to the university.

The Executive Committee has chosen to evaluate merit based upon a two-year average in order to reflect ongoing achievements in teaching, research, and service that may not yield measurable results in any given year. This principle of a rolling measure of merit recognizes that some projects require years to come to fruition and that strongly productive years may coincide with years with low salary pools. This approach produces more equitable and accurate results in the long term.

The overall merit rating is used to calculate a general merit salary increase for each faculty member in the Department. This calculation is done by pooling the raise funds and distributing the raises in relation to the merit rating using the constraint that the total raise pool is fixed. The raise pool is distributed by: (1) a percent raise as a function of merit rating; and (2) absolute dollar raise as a function of merit rating. A percentage distribution provides higher-paid faculty with a larger dollar raise for the same performance, whereas a dollar distribution provides lower-paid faculty with a higher percentage increase for the same performance. Following the college process since 2007, the department distributes 40% of the raise pool as an absolute dollar raise, and 60% of the raise pool as a percent raise.

The raises are determined by a formula with the merit evaluation categories given the following scores:

- 5 = far exceeds expectations
- 4 = exceeds normal expectations
- 3 = meets normal expectations
- 2 = below expectations
- 1 = unsatisfactory

These scores are adjusted by +/- 0.3 for the "+" or "-" ratings (e.g., a meets normal expectations with a "+" evaluation is given a numeric rating of 3.3). The ratings for each category (teaching, research and service) are multiplied by the faculty member's weighting in each category to determine an overall numeric rating for the raise. The parameters are set so that a faculty member with a mid-range salary who receives the highest possible rating will receive a percentage raise that is approximately twice the average raise. The lower bound of raise is "meets expectations", so that no raise is provided to a faculty member rated "below expectations" or "unsatisfactory."

Special Merit Adjustments

Each year, the Chair will maintain a pool for special merit adjustments related to market or special achievement. The amount of this pool should generally not exceed 10% of the entire raise pool in the Department. The special merit pool comes from the raise pool provided by the College. In addition, the Dean may maintain a special merit adjustment pool that is distributed by the College in addition to the Department special merit adjustment.

Career Merit Equity Adjustments

The College has an annual career merit equity evaluation and salary adjustment process that compares the salary of each faculty member with others in the College with similar career merit and experience. Please see the college guidelines for a description of how these adjustments are determined.