



UNIVERSITY OF MINNESOTA

University Senate Consultative Committee  
614 Social Sciences  
267 19th Avenue South  
Minneapolis, MN 55455  
Telephone (612) 373-3226

FACULTY CONSULTATIVE COMMITTEE

January 5, 1984

10:30 - 12:00

626 Campus Club

AGENDA

1. Report of the Chair.
2. Interim replacement for Burt Sundquist on Senate Finance Committee.
3. Discussion of Grievance Procedures (Freier, Pazandak).  
(FCC members should review the grievance procedures document distributed in October.)



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MINUTES  
FACULTY CONSULTATIVE COMMITTEE  
January 5, 1984  
626 Campus Club  
10:30 - 12:10

Members present: Virginia Fredricks, Phyllis Freier, John Howe (Chr.), Marvin Mattson, Jack Merwin, W. Donald Spring, Deon Stuthman, John Turner.

Guests: John Hughes (Daily), Kate Parry (Mpls. Star & Tribune), Carol Pazandak, Maureen Smith (University Relations)

1. Report of the Chair.

A. King case. The Regents will hold an open meeting January 12 to consider the President's request that they reconsider their decision. They will decide whether or not to rescind December action, and if they rescind, whether to hold a new hearing immediately or after a delay.

B. Presidential review. Professor Howe will meet with Mr. Kauffman at 4:00 today to talk about the suggestions in the FCC's letter. Professor Turner has suggested names of people from local foundations with whom Mr. Kauffman might also meet later in the process.

Professor Turner noted that faculty need to be informed, when their appraisals are solicited, what privacy laws pertain. There was general agreement it would be in the interest of obtaining frank appraisals if the president were to waive his right to see the letters submitted.

C. Bases for determining merit salary increases for the 1983-84 academic year. FCC circulated in the meeting, and members can borrow for longer periods, the set of unit tables compiled by Assoc. Vice President Linck, which indicate unit processes. Professor Turner noted that the response from Dentistry seems to say teaching, research, and service are all ranked equally, whereas teaching and research should carry more weight than service. Professor Howe will bring this apparent departure from the norm to Vice President Vanselow's attention.

D. Tenure Code. The revised code has been printed and FCC members have copies. Professor Howe observed that the revision seems to take carefully into account all of the major criticisms which were raised. Section 13 (regarding programmatic change) has been drastically revised. The text is one-third shorter. The revision will shortly be mailed to all faculty.

On January 9 Professors Bognanno (Chr., SCFA), Howe, Morrison (Chr., Tenure), Purple (Chr., Business and Rules), and Professor Turner (vice chairman of Senate) will meet to try to reach an understanding on the rules of procedure for the Faculty Senate as it considers the draft.

Professor Howe said he would formally request Vice President Keller to transmit the revised draft to the Regents.

FCC discussed arranging, if possible, two meetings with the Regents during the winter quarter to cover three subjects:

- the overall structure of the Senate and its committees and the distinction between pertinent elements of that structure and the administrative promotion and tenure structure;
- the importance of academic freedom to the faculty and how tenure protects it;
- the tenure code proposal itself.

FCC would consider inviting Professors Paul Murphy and Fred Morrison to each join one of the meetings.

2. Revising University grievance procedures. (Professor Freier, Dr. Pazandak).

Timing: Professor Freier commented that University-wide consideration of revised grievance procedures will have to wait until action on the tenure code.

A. Should there be a University grievance officer?

If so, should that officer decide jurisdiction within the grievance system? The main problem is that faculty tend to think they can go to the Judicial Committee for any grievance, and the Judicial Committee accepts whatever cases it chooses.

Comments:

- The Judicial Committee has taken on cases one might not expect them to because there has been no other clear course for certain kinds of issues.
- Faculty see the Judicial Committee as the only place to go with a grievance.
- A grievance officer could be promulgated as the contact person; a faculty member dissatisfied with the officer's decision could appeal to the Judicial Committee. (Dr. Pazandak said that is in fact what happens.)
- A University grievance officer can provide continuity in the system and educate each new Judicial Committee chairperson.
- A grievance officer can tell a complainant the possible courses and advise on the best one, but cannot serve an absolute gatekeeping function.
- The Judicial Committee currently serves as an appeal body on employment cases which do not involve promotion and tenure because there has been no other course for such cases.

B. Academic Freedom.

Professor Spring said the new document must make clear that genuine academic freedom issues go to the Judicial Committee. He continued that it is essential to distinguish the two categories of academic freedom, one of which is Tenure Code-related and one of which is not. He recommended against relegating any academic freedom issues to an administrator, as appears to be the case in II.4. Drs. Pazandak and Freier explained that II.4's purpose is to provide a means to deal with grievances through an informal method before they fester and accumulate.

Professor Turner distinguished two senses of academic freedom: one concerning a professor's academic expertise, and one concerning a professor's responsibility.

C. Binding Arbitration Panels.

Professor Freier explained the proposal for a binding arbitration panel to resolve grievances against administrative actions and the provision that an administrator who would not comply with the ruling would be subject to removal by the appropriate vice president.

Comment:

- Section II.2. should make clear that the respondent must comply with the ruling, rather than emphasizing the claimant's need to comply.

D. Section II.3. Settlement of salary grievances.

The subcommittee views salary issues as administrative. In response to questions which have already arisen from University administrators as to who would pay for salary settlements, Professor Freier points out that two of the proposed pool of five from which three panel members are to be drawn are to be administrators.

Comments:

- The resulting panel could turn out to be composed of two administrators and one faculty member. In a small college the administrators can all be closely related to each other-- "a block." Panel should not be loaded with administrators. Have one administrator, for information and perspective.
- When a panel rules against the faculty member, it is better for it to have been an all-faculty panel.
- When a grievance comes up, the salary money often has all been distributed, so there is no source of relief in that year.

E. Openness of hearings. FCC believes the rule should be the same as for the Judicial Committee: hearings should be open unless one party can prove a reason why a hearing should be closed.

The FCC meeting adjourned at 12:10 p.m.

January 3, 1984

To: F.C.C.

From: Carol Pazandak and Phyllis Freier

Re: Proposed University Governance Procedures (Sections II.1 - II.4)

Here are some issues we would like to discuss and hear your opinions on on Thursday.

II.1. Following some suggestions from Mike Bognanno we are rewriting this introductory section. The changes are mostly editorial. However, there are two issues here:

1. Page 1, middle of page. Who should sort out jurisdiction?

The University grievance officer does so now. We think our Table 1.1 will help. However, there is a tendency for faculty to want to take every complaint to the Judicial Committee (and for the Judicial Committee to accept jurisdiction). We think jurisdiction of Judicial Committee should be limited to complaints from faculty which affect their rights or status under the Tenure Regulations.

2. Page 3, last paragraph of II-1. We have rewritten this as:

"Authority for administration of the University, including these procedures, is delegated to the President of the University by the Board of Regents. These procedures do not abrogate the rights of the Board of Regents to address complaints brought to them by University faculty, staff, or students. Allegations of violations of state or federal law may, of course, be pursued outside these University procedures."

II.2. We are also rewriting this section. Modifications on this procedure are shown on flow chart Table II.a. Major changes are:

- a) No written complaint at initiating level. Use the word "discussion" and not "mediation."
- b) In step 2 (page 5) we add: "If initiating level was at the college, go on to step 3." In step 2, the "faculty member, or his representative, shall reduce the complaint to writing including the redress desired." The Dean must also write his answer.
- c) If the Dean does not resolve the complaint we allow 30 days to file the complaint with the college grievance committee.
- d) We are changing "endorsement" of panel report to "review" by whole grievance committee.

Issues in II.2.

1. Constitution of grievance committees?

In order to have "peer review" there must be faculty, staff, civil service, and students on grievance committees. We are also suggesting "administrative types" be members.

2. How to choose panel of 3 agreeable to both parties?

Mike Bognanno suggested "strike out" method. I think that would lead to weak panels. If hearing report is to be binding on both parties, there must be confidence in panel.

3. "No involvement of attorneys is envisioned."

Shall we attempt to discourage use of legal counsel?

4. Timeliness vs. closing out opportunities for resolution of complaints?

Are the time limits in Table II.a. reasonable?

5. Shall the "decision of the panel, after review by grievance committee" be final and binding upon the parties involved?

### II.3.

1. Will Salary Advisory Committee work? There will be 3 faculty members designated by Dean from elected grievance committee, and two "administrative types" appointed by Dean. Will the faculty have confidence in such a committee? Admittedly, the committee has an administrative perspective; is that suitable for salary issues?

2. How far "up" should faculty be able to take a salary dispute? This procedure stops process at Dean -- unless Dean does not accept panel decision.

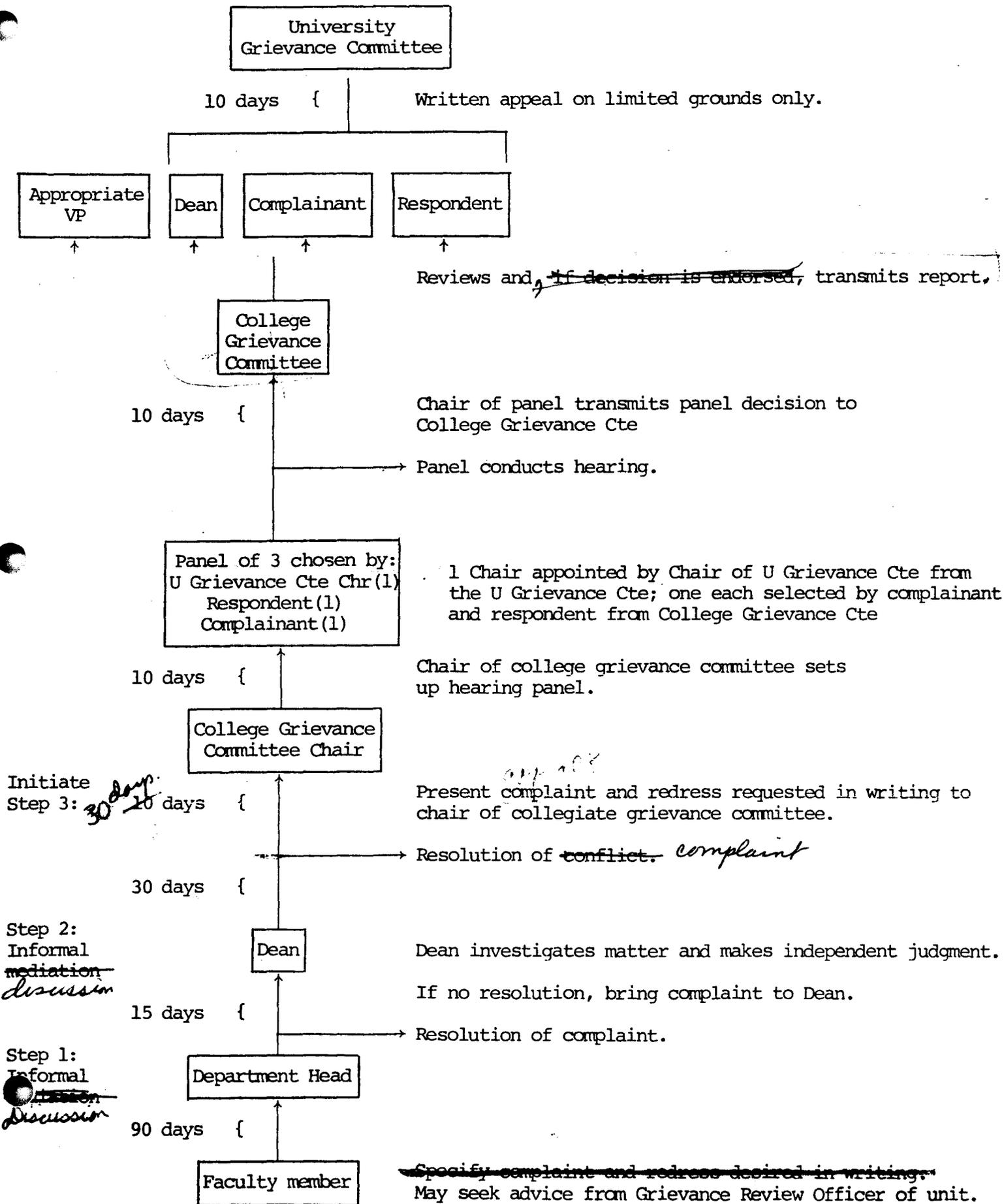
### II.4. We haven't had comments on this procedure yet. Do you have some?

General issues:

1. Many people have told us they thought there should be a faculty ombudsman. What do you think? Would better training of Grievance Review Officers suffice?

2. General training of administrators about personnel management. For an operation as large as the University with administrators that often serve short terms, should we be recommending some kind of training? Many of the personnel problems we encountered could have been avoided. A lot of time and money is spent in these adversarial confrontations. Is there a better way to operate?

Table II.a.  
ADMINISTRATION ACTION - FLOW CHART





UNIVERSITY OF MINNESOTA

Office of the Vice President for Academic Affairs  
213 Morrill Hall  
100 Church Street S.E.  
Minneapolis, Minnesota 55455  
(612) 373-2033

December 22, 1983

Dr. John Howe, Chair  
Senate Consultative Committee  
c/o Department of History  
733 Social Sciences Building  
West Bank Campus

Dear Dr. Howe:

We surveyed all colleges and campuses to obtain information on the manner of making salary adjustments in each department or similar unit of the University. In addition, we wanted to ascertain the level of support and understanding by the faculty of these procedures.

While the procedures vary across the University, we believe we have been reasonably successful in getting the relevant information in brief form and the results of our survey are enclosed.

If you have questions, you may wish to direct them to me or to Dr. Robinett, as we both worked on this survey. At the time of this mailing, only the survey from UMW has not been received. When we receive it we will forward it to you.

Sincerely,

A. J. Linck  
Associate Vice President  
for Academic Affairs

AJL:jhh

Enclosure

cc: Dr. Kenneth H. Keller, Vice President for Academic Affairs  
Dr. Neal A. Vanselow, Vice President for Health Sciences  
Dr. Betty W. Robinett, Assistant Vice President for Academic Affairs  
Ms. Cherie R. Perlmutter, Assistant Vice President for Health Sciences

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit: Agricultural Experiment Station

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)	5 Fac. informed of procedures described here		6 Mechanism used to adop procedures described by (e.g., constitution, fe procedural vote, facult consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No	
	Southern Station Waseca	X			X	X		N/D	X	
Northwest Station Crookston	X			X	X		N/D	X		"
North Central Station Grand Rapids	X			X	X		N/D	X		"
Southwest Station Lamberton	X			X	X		N/D	X		"
West Central Station Morris	X			X	X		N/D	X		Faculty vote on promot tenure and salary guid lines and consensus of other procedures and practices
Rosemount Station Rosemount		X		X	X		N/D		X	Mainly discussion with faculty member

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit: Agricultural Extension Service

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)	5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No	
* Agr'l. Extension	✓			✓	✓		N/D in writing with appeal process	✓		formal procedural vote in 1980 and minor changes made since then by consensus
* This is for Agr. Extension faculty not in academic depts. In the depts. the dept'l. procedures are followed.										

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit: Agriculture

Department/Division (where applicable)	1		2		3		4	5		6	
	Review based on annual report submitted by faculty member		Mechanism used in arriving at recommend. (check a, b, or both)		Provost/dean reviews and discusses rec. as appropriate with head/chair			Fac. informed of procedures described here			Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No		
Agricultural & Applied Economics	X			X	X		N Discussions held w/some fac members.	X		Formal vote*	
Agricultural Engineering	X			X	X		N/D	X		Formal vote*	
Agronomy & Plant Genetics	X		All fac. members rate each other; ratings summarized by Head	X	X		N/D	X		Formal vote*	
Animal Science	X		X	X	X		N/D	X		Formal vote*	
Entomology	X			X	X		N/D	X		Formal vote*	
Food Science & Nutrition	X			X	X		N/D	X		Formal vote*	
Horticultural Science & Landscape Architecture	X			X	X		N/D	X		Formal vote*	
Plant Pathology	X			X	X		N/D	X		Formal vote*	
Rhetoric	X			X	X		N/D	X		Formal vote*	
Soil Science	X		All fac. members rate each other; ratings summarized by Head	X	X		N/D	X		Formal vote*	

\*The procedures used in the College of Agriculture were adopted by formal vote of the College Assembly on May 25, 1979.

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit: **College of Biological Sciences**

Department/Division (where applicable)	1		2		3		4	5		6
	Review based on annual report submitted by faculty member		Mechanism used in arriving at recommend. (check a, b, or both)		Provost/dean reviews and discusses rec. as appropriate with head/chair			Fac. informed of procedures described here		
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No	
Bell Museum of Natural History	X			X	X		Always N Sometimes N/D	X		H. Tordoff quote: My understanding was that this was a responsibility of the director.
Biochemistry	X (Co. by Head)			X	X		N	X		Flat of head, accepted by faculty.
Botany	X			X	X		N; D in sel- ected cases	X		Faculty consensus
Ecology & Behavioral Biology	X			X	X		N	X		Departmental tradition
Genetics & Cell Biology	X			X	X		No.	X		None; procedure inherited.
Gray Freshwater Biological Institute	X			X	X		N-D	X		Consensus

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit: Continuing Education and Extension

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)	5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described her (e.g., constitution, for procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No	
All departments	X			X	X		N But discussed only at initiative of faculty or academic staff member			For many years CEE has required department directors to complete a performance appraisal form and to discuss it with the faculty or academic staff member. The use of the form has been optional during 1981-82 and 1982-83, pending a revision of it by the CEE Staff Welfare Committee. The Staff Welfare Committee will be making its recommendation on the use of the form to the CEE Council during this coming year.

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)		5 Fac. informed of procedures described here		Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No	Yes	No	Yes	No	
	Curriculum and Instruction	X			X	X		N & D*	X		
Educational Psychology	X			X	X		N & D*	X			
Institute of Child Development	X			X	X		N & D*	X			
Vocational-Technical Education	X			X	X		N & D*	X			
School of Physical Education, Recreation and School Health Education	X			X	X		N & D*	X			
Educational Policy and Administration	X		Faculty in EPA will elect a salary advisory committee this year to make merit recommendations to the chair.	X	X		N & D*	X			

\*D optional at faculty member's request

SURVEY OF PROCEDURES IN MAKING SALARY RECOMMENDATIONS

College or Unit: FORESTRY

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)	5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No	
Dept. of Forest Resources	X		Plan on trial of this for next year	X	X		N/D	X		Faculty consensus
Dept. of Forest Products	X			X	X		N/D	X		Faculty consensus
Dept. of Fishries & Wildlife	X			X	X		N/D	X		Constitution and tradition

SURVEY OF PROCEDURES      MAKING SALARY RECOMMENDATIONS

College or Unit: **GENERAL COLLEGE**

Department/Division (where applicable)	1		2		3		4	5		6
	Review based on annual report submitted by faculty member		Mechanism used in arriving at recommend. (check a, b, or both)		Provost/dean reviews and discusses rec. as appropriate with head/chair		Individ. fac. notified (N) and salary discussed (D) or both (N/D)	Fac. informed of procedures described here		
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No	
Arts, Communication & Philosophy	X		-	X	X		N/D	X		Divisional procedures vary slightly from one to another. In two cases, personnel committees make the merit recommendations. In the other two, the faculty have agreed to a rating scale, but the Division Head makes the recommendation.  In all instances faculty consensus exists regarding the procedures.
Science, Business & Mathematics	X		X	X	X		N/D	X		
Social and Behavioral Sciences	X		X	X	X		N/D	X		
Student Services	X		-	X	X		N	X		
Administration		X	-	-	X		N/D		X	

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit: Graduate School

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)		5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No			Yes	No	
											Dean's decision based on super- visor recommen- dation.

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit: College of Home Economics

Department/Division (where applicable)	1		2		3		4	5		6
	Review based on annual report submitted by faculty member		Mechanism used in arriving at recommend. (check a, b, or both)		Provost/dean reviews and discusses rec. as appropriate with head/chair		Individ. fac. notified (N) and salary discussed (D) or both (N/D)	Fac. informed of procedures described here		Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No	
Administration		X*		X	Dean is head of Admin Unit		N/D	X		Faculty consensus
Design & Textiles and Clothing	X			X	X		N**	X		Formal procedural vote
Food Science and Nutrition	X			X	X		N/D	X		Formal procedural vote
CYDR		X		X	X		N/D	X		Faculty consensus
Social Work	X		X	X	X		N	X		Faculty consensus
Family Social Science	X			X	X		N/D	X		Formal procedural vote

\*Three faculty members only, working constantly with Dean.

\*\*Leadership change-over. Each of two faculties notified of salary recommendations by letter. Individual discussions are standard procedure in each area and will be continued under merged relationship, now that leadership has been identified.

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit: Hornell Institute

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)	5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No	
<i>Hornell Institute</i>	<i>X</i>			<i>X</i>		<i>X</i>	<i>N/D</i>	<i>X</i>		<i>faculty consensus</i>
						<i>Recommendation considered by Board and voted upon.</i>				<i>Ralph Halmon</i>

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit: HHH Institute

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)	5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No	
HHH Institute	✓		✓	✓	N/A		N	✓		Decision by Dean & Faculty Executive Committee

SURVEY OF PROCEDURES IN MAKING SALARY RECOMMENDATIONS

College or Unit: *Law*

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)	5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No	
	X			X*		X*	N/D		X	Faculty Vote

\* Dean is Department Head

PROCEDURES FOLLOWED IN MAKING SALARY DECISIONS

College: CLA

Department	Fac. submit annual report of activities		Fac. committee makes recommend. and/or review to head/chair		Head/chair makes recommend. to dean/director		Provost/dean reviews & approve & discusses with head/chair		V.P. reviews & approves or discusses		Individual fac. notified (H) & salary discussed (D) or both (N/D)	Fac has given approval to unit procedure	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No		Yes	No
French & Italian		?	X		X		X				?		?
Geography	X		(Consult.)	X	x		X				n (Dean's decision)		?
German	X			X	X		X				N (recom. to Dean)		2/3 maj. vote
History	X		X		X		X				?		?
Humanities	X		X		X		X				N (Committee's recom.)		X
Journalism & Mass Communication		Optional?	X		X		X				N/D (recom. to Dean)		?
Library School	X		(Consult.)	X	X		X				?		X
Linguistics	X		(Consult.)	X	X		X				N/D (recom. to Dean)		?
Middle Eastern & Islamic Studies	x		(Consult.)	X	X		X				?		?
Music	X			X	X		X						X
NW European Language and Area Studies Center	N/A-----		----- (No temporary faculty; no non-faculty; evaluation of regular faculty is by departments) -----										-----
Philosophy	X		X		X		X				N (at dept meeting) N (after Dean's dec.)		X
Political Science	X		X		Chair (dept. vote)		X				N (by dept. mtg?)		?
Psychology	X			X	X		X				N/D (recom. to Dean) N (Dean's decision)		Reviewed
Religious Studies	-----		-----		-----		-----				-----		-----
Slavic Languages	?			X	X		X				?		X (merit point system)

PROCEDURES FOLLOWED IN MAKING SALARY DECISIONS

College: CLA

Department	Fac. submit annual report of activities		Fac. committee makes recommend. and/or review to head/chair		Head/chair makes recommend. to dean/director		Provost/dean reviews & approves & discusses with head/chair		V.P. reviews & approves or discusses		Individual fac. notified (!) & salary discussed (D) or both (N/D)	Fac has given approval to unit procedure	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No		Yes	No
Scandinavian	?		X (If chair's decisions are disputed)		X		X				N (at dept. mtg.?)		?
Social Work	X		(Partial use of consultative comm for equity & disputes)		X		X				N (rec. to Dean)		?
Sociology	X		X		X		X				N/D (recom. to Dean)		?
South Asian Studies	X		X		Comm.'s recom. ?		X				?		?
Spanish & Portuguese	X		X		X		X				?		Reviewed Proc.
Speech-Communication	X		X		X		X				N (recom. to Dean)		?
Statistics	X		but consult. X		X		X				?		?
Student Academic Support Services			No regular faculty										
Studio Arts	X		but consult. X		X		X				?		?
Theatre Arts	?		but consult. X		X		X				N (Dean's decision)		?
Women's Studies	X		X		X		X				N (recom. to Dean)		X

\* "Consult." indicates unit does not have a faculty review committee but does have consultation with the faculty.

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit: University Libraries - Twin Cities

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)	5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No	
University Libraries - Twin Cities	X*			X	X		(N)	X		constitution

\*Some reviews are written, some are oral. Each is discussed with the academic staff member by the department director and/or supervisor.

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit: School of Management

Department/Division (where applicable)	1		2		3		4	5		6
	Review based on annual report submitted by faculty member		Mechanism used in arriving at recommend. (check a, b, or both)		Provost/dean reviews and discusses rec. as appropriate with head/chair		Individ. fac. notified (N) and salary discussed (D) or both (N/D)	Fac. informed of procedures described here		
	Yes	No	a. Fac. committee makes merit rec. to head/chair	b. Head/chair makes rec. to dean/director	Yes	No		Yes	No	
School of Management										Constitution specifies annual review with final salary recommendation by Dean
Accounting	X			X	X		N*	X		
Finance/Insurance	X			X	X		N*	X		
Industrial Relations	X			X	X		N*	X		
Management Sciences	X			X	X		N*	X		
Marketing	X			X	X		N/D	X		
Strategic Management and Organization	X			X	X		N*	X		
							*all faculty are invited to discuss with chairman			

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit: Institute of Technology

Department/Division (where applicable)	1		2		3		4	5		6
	Review based on annual report submitted by faculty member		Mechanism used in arriving at recommend. (check a, b, or both)		Provost/dean reviews and discusses rec. as appropriate with head/chair			Fac. informed of procedures described here		
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No	Individ. fac. notified (N) and salary discussed (D) or both (N/D)	Yes	No	
AEM	X (a)			X (b)	X		N	X (c)		Tradition.
Arch	X (d)			X	X		N/D	X		Faculty consensus.
Chem Eng	X			X (b)	X		N/ D (in special cases)	X		Precedent established by 30 yrs. department tradition.
Chemistry	X			X	X		N/ D (e)	X (c)		Faculty consensus.
Civil/MinE	X (f)		X (g)	X	X		N/ D (invited)	X		Tradition.
CSci	X			X	X		N/D	X		Tradition.
EE	X			X	X		N	X		Faculty consensus.
Geology	X		X	X	X		N/ D (in special cases)	X		Faculty consensus.

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit: Institute of Technology (Page 2)

Department/Division (where applicable)	1		2		3		4	5		6	
	Review based on annual report submitted by faculty member		Mechanism used in arriving at recommend. (check a, b, or both)		Provost/dean reviews and discusses rec. as appropriate with head/chair			Fac. informed of procedures described here			Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/chair	b. Head/chair makes rec. to dean/director	Yes	No		Yes	No		
Math	X		X	X	X		N/ D (optional)	X		Faculty consensus.	
Mech Eng	X			X	X		N/ D (h)	X		Faculty consensus and tradition.	
Physics	X			X	X		N	X		Faculty consensus and tradition.	
Astronomy	X			X	X		N	X		Faculty consensus.	

Notes:

- (a) Faculty members are requested to update personal files annually.
- (b) Recommendations are made to Dean by Department Head after informal consultations with selected faculty members.
- (c) Faculty members are aware of procedures traditionally used to arrive at salary recommendations (but are not formally informed each year).
- (d) While not written in a report, the Head of the School, through periodic discussions, has intimate knowledge of each faculty member. University promotion procedures and criteria, academic performance, research and scholarly activity, professional development, awards, etc., University and community service form the basis of these discussions.
- (e) Salary recommendations are discussed with specialty area coordinators, and with individual faculty members if they so desire.
- (f) Faculty members are asked to review for accuracy a report prepared by a faculty committee.
- (g) A faculty committee makes an analysis based on specific criteria, and the Head then makes the final decision on weighting factors to be applied.
- (h) Discussed, but not always at time of increase.

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit: College of Veterinary Medicine

Department/Division (where applicable)	1		2		3		4	5		6	
	Review based on annual report submitted by faculty member		Mechanism used in arriving at recommend. (check a, b, or both)		Provost/dean reviews and discusses rec. as appropriate with head/chair		Individ. fac. notified (N) and salary discussed (D) or both (N/D)	Fac. informed of procedures described here			Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/chair	b. Head/chair makes rec. to dean/director	Yes	No		Yes	No		
Veterinary Biology	X		X		X		N *	X		Procedures used making salary recommendations developed by Dean and Department Chairmen and agreed upon by faculty in all departments by either consensus or formal vote.	
Veterinary Pathobiology	X		X		X		N/D	X			
Diagnostic Investigation	X		X		X		N/D	X			
Small Animal Clinical Sciences	X		X		X		* *	X			
Large Animal Clinical Sciences	X		X		X		* * *	X			
Veterinary Teaching Hospital	X		X		X		N/D	X			

\* Discussion optional to faculty member.  
 \* \* All faculty asked in writing to make appointment but not enforced unless specific problem identified.  
 \* \* \* Goals discussed annually, discussion on salary invited but not required.

9/28/83



UNIVERSITY OF MINNESOTA  
TWIN CITIES

Office of the Dean

School of Dentistry  
Health Sciences Unit A  
515 Delaware Street S.E.  
Minneapolis, Minnesota 55455

Day 11

August 8, 1983

Neal Vanselow, M.D.  
Vice President for Health Sciences  
University of Minnesota  
432 Morrill Hall  
Minneapolis, MN 55455

Dear Neal:

This letter is written in response to your June 30th memorandum, requesting information regarding the methods used by our School in determining faculty merit pursuant to the 1983-84 salary increases.

The process for determining faculty merit in the School of Dentistry entails two levels of administrative review and evaluation. The first and primary level of review is conducted at the departmental level by the Chairman. The second level of review is conducted by the Dean, who with the Department Chairman, makes a final determination of faculty merit. Each review level has its unique process and focus, described below.

All departments are required to address the three primary academic functions of teaching, research and service in the determination of individual faculty merit. However, the assessment methods employed by each department is established by the department. These methods can range on a broad continuum of approaches. One end of the continuum can include a strict formula approach, with the entire faculty participating in the formulation of the formula and assessing the relative merit of peers against the formula. The other end of the continuum would entail the independent responsibility of the Chairman in establishing the evaluation methods and criteria, and determining merit on a one-to-one basis between the Chairman and the individual faculty member. However, it is important to stress that whatever method is employed by the department, it is based on faculty agreement.

The review conducted by the Dean is consistent across all departments. This entails the evaluation of annual faculty summaries submitted for each faculty member by the department. These summaries (see attached for reference) provide detailed information of faculty activities and accomplishments over the past year. These summaries are reviewed within the context of the departments' recommendations and the methods used in determining faculty merit. In addition, broader concerns may be considered which can include, for example, issues of equity within or between academic ranks, equilization of female or minority salaries, retention problems (i.e., maintenance of competitive salaries), and School-wide distributions of merit increases. Final merit determinations are agreed to by the Dean and the Chairman.

Neal Vanselow, M.D.  
August 5, 1983  
Page 2

We believe the methods used by the School of Dentistry in determining merit provide appropriate flexibility and accountability at the departmental level, while at the same time provide an underlying consistency in reporting faculty activities and accomplishments and address broader issues relating to the final determination of appropriate faculty salary actions.

Please let me know if you require additional information relating to this subject.

Sincerely,

A handwritten signature in cursive script, appearing to read "Rick", with a horizontal line extending from the end of the signature.

Richard C. Oliver, Dean

RCO/amc

Attachment

MEMORANDUM

April 6, 1983

TO: Deans  
Departmental Chairmen

Program Directors, Oral Microbiology  
Biochemistry  
Physiology

FROM: Richard C. Oliver, Dean *RCO*

SUBJECT: 1983 Annual Reports, Section(s) II and III

You will recall that the School revised the timetable for various sections of the Annual Report process to more closely correlate to the University's budgeting cycle and to distribute the work required by departments in completing the Annual Report throughout the course of the year.

The cycle for the Summary of Unit Research Activities and Publications (Section II) and Faculty Activity Summaries (Section III) now includes the period of May 1, 1982 to April 30, 1983. This cycle enables the School to utilize the information contained in these two reports as part of the process for annual academic salary actions, which will be reviewed and decided in late May or early June of the fiscal year.

Because these two reports are tied to the University budget cycle, the deadlines for these reports will remain the same for the foreseeable future, and departments can plan and coordinate their activities in preparing these materials accordingly. I am therefore requesting at this time departments begin preparing for the submission of Section(s) II and III of the 1983 Annual Report for submission by May 20, 1983, at which time they should be forwarded to Mr. Molitor's office. Directions for completing the reports remain unchanged from previous years, and are attached for your

reference

ANNUAL REPORT DIRECTIONS  
FISCAL YEAR 1983  
SECTION(S) II AND III

Section II: SUMMARY OF DEPARTMENTAL RESEARCH ACTIVITIES AND PUBLICATIONS

This section is designed to provide a single reference summarizing departmental research activities and publications over the past year. Items 1 and 2 ask for information on federally and privately sponsored research activities conducted by the department from May 1, 1982 through April 30, 1983.

Status codes for each project include the following:

- |                                 |  |
|---------------------------------|--|
| A. Continuing Project           | D. New Project—Submitted and Under Review (as of April 30, 1982) |
| B. Renewal                      | E. New Project—Submitted and Denied for Funding                  |
| C. New Project—Approved Funding |  |

Item number 3 asks for a summary of departmental research activities which would include such areas as development and evaluation of teaching systems and non-sponsored research activities.

Item 4 requests a summary of publications and articles either published or submitted for publication by the department's faculty from May 1, 1982 through April 30, 1983. The status code for this section includes:

- A. Submitted and Published
- B. Submitted and Under Review for Publication

Secretaries will develop the department's format for this section. However, the order and headings on the attached example form (Attachment B) should be followed.

Informal and Formal Contact Hours

Indicate the estimated contact hours required for the course.

This will include such activities as:

- |                           |  |
|---------------------------|--|
| -Meetings                 | -Meeting informally with course participants |
| -Supervising laboratories | -Supervising teaching assistants             |
| -Tutoring                 |  |
| -Scheduled classes        |  |

Preparation and Administration

Estimate the average hours per week in preparation or administration required by the course. This would include such

activities as:

- |                        |                             |
|------------------------|-----------------------------|
| -Grading               | -Contacting guest lecturers |
| -Preparing lectures    | -Grading student papers     |
| -Developing book lists | -Preparing media            |

3. Course and Curriculum Development

Use this space to summarize briefly the faculty members activities over the past year in developing and preparing for future courses. These activities would include such items as:

- |                                       |   |
|---------------------------------------|---|
| -Devising new instructional materials | -Developing department curriculum requirements          |
| -Evaluating courses                   | -Evaluating teaching effectiveness and planning changes |

4. Research and Scholarship

Use this space to summarize the most important activities or accomplishments of the faculty members over the past year. These would include such activities as:

- |   |  |
|---|--|
| -Departmental research                  | -Reviewing a colleague's research work |
| -Sponsored research                     | -Writing or developing research        |
| -Administering research grants proposal | -Writing articles                      |
| -Writing books                          |  |

9. Total Estimated Effort Distribution

Estimate the distribution of effort of the faculty member over the past year with respect to items 2 through 8 recorded above.

Secretaries will develop the department's format for this section.

However, the order and headings on the attached example form (Attachment C) should be followed.

ATTACHMENT B  
UNIVERSITY OF MINNESOTA SCHOOL OF DENTISTRY  
ANNUAL REPORT - FISCAL YEAR 1983

SECTION II  
SUMMARY OF DEPARTMENTAL RESEARCH  
ACTIVITIES AND PUBLICATIONS

1. FEDERALLY SPONSORED RESEARCH ACTIVITIES

<u>PROJECT TITLE</u>	<u>SPONSORING AGENCY</u>	<u>PRINCIPAL INVESTIGATOR</u>	<u>STATUS CODE</u>
----------------------	--------------------------	-------------------------------	--------------------

2. STATE AND PRIVATELY SPONSORED RESEARCH ACTIVITIES

<u>PROJECT TITLE</u>	<u>SPONSORING AGENCY</u>	<u>PRINCIPAL INVESTIGATOR</u>	<u>STATUS CODE</u>
----------------------	--------------------------	-------------------------------	--------------------

3. DEPARTMENTAL RESEARCH

4. PUBLICATIONS AND ARTICLES

<u>TITLE</u>	<u>AUTHOR(S)</u>	<u>PUBLICATION</u>	<u>STATUS CODE</u>
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ATTACHMENT C  
UNIVERSITY OF MINNESOTA SCHOOL OF DENTISTRY  
ANNUAL REPORT - FISCAL YEAR 1983

SECTION III  
FACULTY ACTIVITY SUMMARY

1. ADMINISTRATIVE DATA

FACULTY MEMBER \_\_\_\_\_ ACADEMIC RANK \_\_\_\_\_

A. YEARS FULL-TIME EMPLOYMENT \_\_\_\_\_

B. YEARS AT CURRENT ACADEMIC RANK \_\_\_\_\_

DEGREES EARNED

<u>INSTITUTION</u>	<u>DEGREE</u>	<u>DATE</u>
--------------------	---------------	-------------

TEACHING ACTIVITIES

<u>COURSE AND SECTION NO.</u>	<u>CREDIT HOURS</u>	<u>QUARTER</u>	<u>COURSE METHOD</u>	<u>INFORMAL/ FORMAL CONTACT HRS.</u>	<u>PREP. AND ADMIN.</u>
-----------------------------------	-------------------------	----------------	--------------------------	--	---------------------------------

3. COURSE AND CURRICULUM DEVELOPMENT

4. RESEARCH AND SCHOLARSHIP

5. PROFESSIONAL DEVELOPMENT

6. ADMINISTRATION

7. PATIENT CARE

8. PUBLIC AND PROFESSIONAL SERVICE

9. TOTAL ESTIMATED EFFORT DISTRIBUTION

PART 2. EFFORT	_____	%
PART 3. EFFORT	_____	%
PART 4. EFFORT	_____	%
PART 5. EFFORT	_____	%
PART 6. EFFORT	_____	%
PART 7. EFFORT	_____	%

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit: School of Nursing

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)		5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No			Yes	No	
School of Nursing	X		X	X - Dean reviews and makes final decision.		X - We do not have Depart- ment Heads.		*N - discussed if requested by faculty member.  *In individual notification, details of how final figure reached is outlined.	X		Process and Procedure approved by General Assembly (All-faculty).

SURVEY OF PROCEDURES MAKING SALARY RECOMMENDATIONS

College or Unit: School of Public Health

Department/Division (where applicable)	1		2		3		4	5		6
	Review based on annual report submitted by faculty member		Mechanism used in arriving at recommend. (check a, b, or both)		Provost/dean reviews and discusses rec. as appropriate with head/chair		Individ. fac. notified (N) and salary discussed (D) or both (N/D)	Fac. informed of procedures described here		
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No	
<u>Biometry, Div. of</u>		x		x	x		N/D	x		faculty consensus
<u>Center for Health Services Research</u>	x			x	x		N/D	x		Faculty developed and approved performance guidelines - annual faculty review and salary determination procedure was established when the Center was begun 6 yrs. ago.
<u>Community Public Hlth. Programs (Div.)</u>										
- Dental Public Health/ Pub. Hlth. Admin.	NA		NA		x		NA	NA		faculty consensus
- Health Education	x			x	x		N	x		faculty consensus
- Health Psychology	x			x	x		N	x		faculty consensus
- Maternal & Child Hlth	x			x	x		N/D	x		faculty consensus
- Pub. Hlth. Nursing	x			x	x		N/D	x		faculty consensus
- Pub. Hlth. Nutrition		x		x	x		N/D	x		faculty consensus
- Division office	x			x	x		N/D	x		faculty consensus

SURVEY OF PROCEDURES MAKING SALARY RECOMMENDATIONS

College or Unit: **School of Public Health (Page 2)**

Department/Division  
(where applicable)

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)	5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No	
	Environmental Health (Div. of)	x			x	x		N/D*	x	
Hospital & Hlth Care Admin. (Div. of)	x			x	x		N/D	x		faculty consensus
Epidemiology (Div) (Merged with LPH 7/1/83)										
- Epidemiology		x	x	x	x		N/D	x		faculty consensus
- Vet. Pub. Hlth.	NA		NA		NA		NA	NA		(one person program)
Physiological Hygiene (Div.) (Merged with Epi 7/1/83)	x		x	x	x		N	x		Executive faculty committee consensa

SURVEY OF PROCEDURES      MAKING SALARY RECOMMENDATIONS

College or Unit: *College of Pharmacy*

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)	5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described here (e.g., constitution, forma procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No	
<p><i>Through 1983 (Probably will not change with new organization)</i></p> <p><i>A. B. Weaver 12/1/83</i></p>	✓			✓		✓	N/D	✓		<i>FACULTY CONSENSUS</i>

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit, MEDICAL SCHOOL

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and (**) discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)	5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described here (e.g., constitution, fa- c. procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No	
Anatomy		X		X		X	N/D	X		
Biochemistry		X	X	X		X	N	X		
Microbiology	X			X		X	N	X		
Pharmacology	X			X		X	N	X		
Physiology	X			X		X	N	X		
Anesthesiology		X		X		X	N			
Dermatology		X		X		X	N			
Family Practice	X			X		X	N/D	X		
Lab Med and Pathology	X		Division Heads make recommends	X		X	N	X		
Medicine		X	Division Heads discuss with Head	X		X	N			
Neurology		X	Administrator con- sults with Head	X		X	N			
Neurosurgery		X		X		X	N/D	X		
OB and Gynecology		X		X		X	N			

(\*\*) All recommendations reviewed in the Dean's Office.  
Questionable items discussed with appropriate department head.

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit:

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and ** discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)	5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described here (e.g., constitution, fo procedural vote, facult consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No	
Ophthalmology	X			X		X	N/D	X		
Orthopaedic Surgery	X			X		X	N	X		
Otolaryngology		X		X		X	N			
Pediatrics	X		X	X		X	N/D	X		
Physical Med and Rehab	X			X		X	N/D	X		
Psychiatry	X			X		X	N/D	X		
Radiology		X	Consults with other Rad.Dept. Heads	X		X	N			
Surgery		X		X		X	N			
Therapeutic Radiology	X		Consults with Section Chiefs	X		X	N/D	X		
Urologic Surgery		X		X		X	N	X		

\*\* All recommendations reviewed in the Dean's Office.  
Questionable items discussed with appropriate department head.

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit: University of Minnesota, Duluth, School of Medicine

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)	5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described here (e.g., constitution, form procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No	
	Behavioral Sciences		X	X		X		N/D	X	
Biochemistry		X		X	X		N/D	X		Chairperson's choice
Biomedical Anatomy		X		X	X		N/D	X		Chairperson's choice
Clinical Sciences		X		X	X		N/D	X		Chairperson's choice
Medical Micro- biology/Immunology		X		X	X		N/D	X		Chairperson's choice
Pathology/ Lab Medicine		X		X	X		N/D	X		Chairperson's choice
Pharmacology		X		X	X		N/D	X		Chairperson's choice
Physiology		X		X	X		N/D	X		Chairperson's choice

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

UNIVERSITY OF MINNESOTA-CROOKSTON  
Dr. Donald Sargeant  
Assistant Provost, Academic Affairs  
9/21/83

College or Unit: University of Minnesota-Crookston

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)	5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No	
Agriculture Division	Yes		No	Yes	Yes		N/D	Yes		Faculty Consensus
Business Division	Yes		No	Yes	Yes		N/D	Yes		Faculty Consensus. Criteria and instrument designed and used in process was developed by faculty committee.
Arts & Sciences Division	Yes		No	Yes	Yes		N (an invitation is extended to faculty members to discuss)	Yes		Faculty Consensus
Hospitality and Home Economics Division	Yes		No	Yes	Yes		N/D	Yes		Faculty Consensus

**SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS**

College or Unit: UMD School of Business and Economics

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)	5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No	
School of Business and Economics	X			X	X		N/D	X		Adopted by the School's Executive Committee

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit: **College of Education, University of Minnesota, Duluth**

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)	5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No	
College of Education - UMD	X		X	X	X		N (After formal approval of Dean's recommendation)	X		Dean's Administrative Policy

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit: UMD School of Fine Arts

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)	5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No	Yes	No		
School of Fine Arts UMD	X*			X	X		N/D	X		Formal procedural vote or faculty consensus

\*and faculty peer evaluations (voluntary)

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit: **Letters and Science - Duluth**

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)	5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No	
Am. Ind. Studies, Biology, Chemistry, Communication, English, Foreign Languages & Lit., Geology, History, Math, Philosophy/ Humanities, Physics, Political Science, Sociology-Anthro- pology-Geography, Women's Studies	Yes		Faculty committee used only by Political Science	Yes for all	Yes		All faculty notified from Dean's office.  Dept. heads in For. Lang. and Lit., Geology, Math, and Phil/Hum discuss salaries with each faculty member. In other depts., head gives opportunity for discussion to faculty, but on a voluntary basis.  For all depts. - dean also willing to discuss salary recommendations.	Yes		Faculty consensus by department; bargaining agreement.

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit: UMD Library and Learning Resources

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)		5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No			Yes	No	
UMD Library and Learning Resources											
	<p>Since I have only two staff on Faculty appointment I know their work during the year on a day-to-day basis. I sit down with them and discuss distribution of salary money with them.</p>										

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit: UMD School of Social Development

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)	5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No	
School of Social Development	X		X (recom- mends criteria and weighting)	X (makes specific recom- menda- tions)	X		N/D	X		Faculty consensus

SURVEY OF PROCEDURES FOR MAKING SALARY RECOMMENDATIONS

College or Unit: *Supportive Services Program* UMD

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)		5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No			Yes	No	
	✓ <sup>(1)</sup>			✓ <sup>(2)</sup>	✓ <sup>(2)</sup>		N		✓		<i>Collective Bargaining Agreement</i>

(1) submitted Quarterly

(2) Coordinator - acts as Department Head

SURVEY OF PROCEDURES IN MAKING SALARY RECOMMENDATIONS

College or Unit: University of Minnesota, Morris

Department/Division (where applicable)	1 Review based on annual report submitted by faculty member		2 Mechanism used in arriving at recommend. (check a, b, or both)		3 Provost/dean reviews and discusses rec. as appropriate with head/chair		4 Individ. fac. notified (N) and salary discussed (D) or both (N/D)	5 Fac. informed of procedures described here		6 Mechanism used to adopt procedures described here (e.g., constitution, formal procedural vote, faculty consensus)	
	Yes	No	a. Fac. committee makes merit rec. to head/ chair	b. Head/chair makes rec. to dean/ director	Yes	No		Yes	No		
<p>Although there are variations within our four academic divisions, they are not relevant as far as the survey is concerned.</p> <p>The four divisions are:</p> <p>Division of Education Division of the Humanities Division of Science &amp; Mathematics Division of the Social Sciences</p>	X			X	X		N/D at the discretion of the faculty member		No	<p>No written policy or procedure describes the process, although reference is made on the notification letters to the criteria used. The majority of faculty are well aware of the process, but it is undoubtedly the case that some new faculty, in particular, are ignorant of the process.</p>	<p>In our constitution, there is no specific reference to salary increments but it does state that the provost "shall be responsible for the expenditure of funds and shall have final authority to make budgetary recommendations to the President of the University." Otherwise there is no formal mechanism. The process has been virtually the same for at least the past 15 years.</p>