

On the Folly of Believing that the Merit Raise Process is Clean

The 2006 merit raise process in the College of Business was an interesting saga. The merit raise process is attended by Departmental Chairs and Directors, the Associate Dean and the Dean. A number of anomalies attended this past year's episode. A few of them are bulleted below:

- A new reporting system (for teaching, research, and service) was forced on CoB faculties, and in a "last minute" fashion. There is no mention of that system in the the [revised] College Faculty Handbook (*Enhancing Faculty Productivity*), despite there being a recognizable form for presenting annual academic accomplishments described in the original Handbook. The new system was not properly debugged before implementation.
- The CoB used a three-year evaluation format for the first time, based a majority vote of the CoB in favor of such a system. There were multiple problems in this regard. The first is that many CoB faculty did not recall participating in the vote. The reason is that many faculty did not vote. The vote was taken by e-mail and a relatively low turnout resulted. Many expressed concern that they were forced into a process they did not have a say in. A second problem here is that Dean Doty did not articulate to the College the method that was to be employed to assess faculty. Many found out after the fact, while some do not yet know. A big problem here is that the three-year evaluation format was not phased in, it was applied retroactively. The format covered the 2003, 2004 and 2005 calendar years. Because the University was granted merit raises during Summer of 2004, the 2003 calendar year had already been attended to. Doty's implementation of the three-year format constituted double counting with regard to 2003 activities.
- During the meeting, Doty informed administrative team members that he was marshalling 10% of the raise pool for "equity raises" and "market adjustment raises." This was allowable, given that the legislature stipulated the dispensation of raise monies could include these options. However, Doty set out to implement a market adjustment raise scheme that lifted the salaries of CoB faculties earning less than 80% of the relevant AACSB median salaries. As this website has pointed out, no faculties in the CoB met that criterion. As this site has also shown, Doty's stated plan to award equity raises to the CoB's female faculty – he said they had been underpaid of late --- was perhaps baseless. The question that remains for many CoB faculty: where did that money go?
- Economics and finance faculties are reporting that their chair inserted, on his own accord, a measurement in their merit raise documents that is not contained in the revised Faculty Handbook. That measurement, referred to as "Literature Presence," sets out to indicate to these faculties their standing (essentially in terms of "name recognition")

among their peers across the region, nation and globe. Various determinations were made by the chair at his own discretion. This insertion was not made by other CoB chairs, thus creating an asymmetry in the annual evaluation process than will ultimately do nothing other than place EFIB faculty in greater jeopardy at the hands of CoB administrators.

- Various faculties are reporting that the Department of Management, Marketing and Fashion Merchandising was allowed to use, through their chair, an unsanctioned journal rankings document. Reports are that a potpourri of journal ranking lists were brought into the raise meetings, and without any binding objections.
- Research and Teaching were the only items evaluated at the evaluation hearing. Time (supposedly) expired before service assessments were conducted, and the administrative team reconvened (supposedly) at another time to finish the process. The problem here is that enough time passed before the mop-up session to create the potential at least for untoward behavior of many sorts.

Was the merit raise process clean? There's not a lot there to say that it was. About the only thing CoB faculties have to cling to is Doty's word.