

## Department of Microbiology and Immunology

### Policy and Procedures regarding the assignment of Merit increases and Performance Service Adjustment (PSA) salary increases

The guidelines for assigning merit and PSA awards are contained in Articles 2.04 and 2.05 of the UBC-Faculty Association Collective Agreement (<http://www.hr.ubc.ca/faculty-relations/compensation/faculty-salary-increases/merit-and-performance-salary-adjustment/>).

#### A. Relevant sections from Articles 2.04 and 2.05 -- *Merit Awards and PSA Awards*

**1-Review period:** The normal period of review is April 1 to March 31 of the following year.

**2-Eligibility:** All full-time continuing faculty members (scheduled to have an active appointment on both June 30 and July 1 of the coming year) of the bargaining unit in the following positions are eligible to be considered for Merit and PSA: Assistant Professor, Associate Professor, Professor, Instructor I, Instructor II, Senior Instructor, Professor of Teaching, Librarians, Program Directors in Continuing Studies, and 12-month Lecturers. This includes tenured, tenure-track and full-time faculty members without 'review appointments'. Those on reduced appointments are also eligible to be considered.

•**Annual Summary:** Faculty members are required to provide an annual summary of their activities to their Head, regardless of whether they wish to be considered for Merit and PSA.

**3- Joint Appointments:** Heads/Directors with faculty members who hold joint appointments must confer regarding their Joint Appointees. Primary responsibility for ensuring that the process is followed for a joint appointment rests with the Head/Director of the home department.

#### **4-What is the Merit assessment based on?**

Merit awards are based on an assessment of meritorious performance in the duties expected of a faculty member in the period in question. It should not be based on activities in which the faculty member did not have the opportunity to engage. For example, a faculty member who is on study leave and therefore not teaching or doing service should be assessed only on their research. A faculty member whose assigned duties consist of teaching and service should be considered only on those two criteria. When considering teaching performance, the review must be based on formal procedures such as student and peer evaluations.

#### **5-What is the PSA assessment based on?**

PSA is based on three factors:

- 1) Overall performance over a period of time (not limited to the past year) that is worthy of recommendation
- 2) The relationship of a member's salary to that of other faculty members, taking into consideration the total years of service at UBC
- 3) Market considerations.

PSA awards must be based on the above three factors and may not be used as additional merit dollars. Note that PSA is not normally awarded in the first three years of a faculty member's appointment.

**6-Recipient's list:** Following the confirmation of the awards, the list of award recipients must be distributed to all eligible members within your unit.

## **B. Departmental policies and procedures**

*The assignments of Merit increases are based on the following policies and are adjudicated via the procedures indicated below:*

Using the annual reports, CV, and teaching evaluations, an anonymous departmental merit review committee provides a ranking of how individuals performed overall during the period of April 1 - March 31 of the past year. Research, teaching, and service are considered to have roughly equivalent weight overall, but additional weight is given to exceptional contributions in specific areas. Instructors/Lecturers are judged on teaching and service; teaching-related scholarly activities (e.g. research and publications relating to the practice of teaching) will also be taken into account. The committee is composed of faculty representing Full Professors, Assistant/Associate Professors, and Instructors/Lecturers.

**Research** – The committee assesses the aggregate record of original research publications that were published or accepted during the indicated time period. Publications in both high impact journals and respected journals appropriate for individual fields are recognized. Funding of new grants, invited presentations and review articles, as well as other signs of research impact are also considered.

**Teaching** – Summaries of teaching evaluations are used and we look for extra efforts in teaching as reported on the annual summaries. “Exceptional contributions” to the teaching mission of the department, as outlined in the annual report forms, may include (but are not limited to) outstanding course delivery (as indicated by student evaluations), leadership and administrative roles (e.g. student advising, being a course coordinator), substantive course revision or development, development of teaching/learning enhancement activities (e.g. implementation of innovative teaching methods, preparation of new resources, introduction of new teaching tools and modalities), and special projects aimed at improving teaching or developing teaching resources (e.g. Skylight grant applications, CWSEI participation). Involvement in educational research that may lead to improved teaching, as well as participation in workshops and conferences is also considered.

**Service** – Contributions to departmental and university committees (e.g. graduate student thesis committees, major departmental committees), as well as well as service to the broader community through reviewing, advisory panels, national committees, conference organization, societies, etc. are taken into account. Particular weight is given to leadership roles that require extensive effort and initiative. The intangible quality of “collegiality” is also taken into account; in particular, does the faculty member work hard for the Department and for the benefit of all? The free-form part of the annual report form allows faculty members to describe such contributions.

Realizing that the standards of our department are high, and that we can only award increases to about half of the faculty in any given year, the committee members are asked to identify those faculty members whose contributions they view as being above average in terms of the above criteria, and then further divide that group into “above the departmental average”, “excellent”, and “exceptional”.

The Department Head integrates the rankings/evaluations from the committee members and makes salary increase decisions based on the committee’s opinions. The Department Head then assigns the relative increases (merit increases are quantized and can be given out as 1, 1.5, 2, or more units) and prepares a justification for each individual that we recommend for an increase. This justification consists of bullet points indicating the individual’s major contributions and successes as well as a short explanation of why that person deserves the recommended level of increase.

*The assignments of PSA increases are based on the following policies and are adjudicated via the procedures indicated below:*

The anonymous departmental merit review committee is asked to make recommendations for PSA increases, based on a faculty member's overall performance over a period of time that is not limited to the past year.

The Department Head makes recommendations for the distribution of PSA funds based on:

- 1) The review committee's assessment of the faculty member's overall performance over a period of time that is not limited to the past year
- 2) The relationship of a member's salary to that of other faculty members at the same rank, taking into consideration the total years of service at UBC
- 3) The Department's commitment to gender pay equity
- 4) Market considerations.

The Department Head presents his/her recommendations for PSA awards to the Departmental Executive Committee for their feedback and input.



**Michael R. Gold**  
Professor and Head  
Department of  
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March 5, 2012

Dear Faculty Members,

Once again it is time for Assistant Professors, Associate Professors, Professors, 12-month Lecturers and Senior Instructors to prepare annual reports that will be used to evaluate performance and to determine Merit and/or PSA salary increases. An anonymous Departmental committee, with representatives from each rank, will evaluate your performance between April 1, 2011 and March 31, 2012. Only Faculty members who have been appointed as salaried members of the Department for the entire period from June 30, 2011 to July 31, 2012 are eligible for increases.

Professorial evaluations will be based on research, teaching, and service. Instructors and lecturers will be evaluated on all teaching-related activities as well as service. For those who hold joint appointments, reviews will be conducted by both departments' committees; increases from M&I will be proportional to the fractional faculty slot associated with our Department.

For merit recommendations, I will ask the committee to evaluate the contributions that you describe in your annual update report, which should be provided in the format indicated on the following page. In order to carry out the evaluation, ***please e-mail an electronic version of your annual update report and full UBC CV to Sue Palichuk (susanpal@mail.ubc.ca) by April 16, 2012 at the very latest.*** I will base my decision largely on the committee's advice.

PSA recommendations will be based on (1) performance worthy of recognition over a period of time, (2) the relationship of a faculty member's salary to that of other faculty members at the same rank, taking into consideration total years of service at UBC, (3) the department's commitment to gender pay equity, and (4) market considerations.

A document containing full details of the Department's policy and procedures regarding Merit and PSA increases will be forwarded to all eligible faculty members.

Sincerely,

Michael R. Gold  
Professor and Head

**Annual update report** (to be provided in addition to a complete, updated UBC CV)

**Part I** (limited to 2 pages):

**A. Research for the period from April 2011-March 2012**

1. Grant funding held or obtained. Indicate the granting agency, title of the grant, annual amount, and whether you are the principal investigator or a co-applicant
2. Research articles published or accepted
3. Review articles and other scholarly contributions
4. Selected invited lectures

**B. Teaching for the period from April 2011-March 2012**

1. Courses taught—for each course, indicate the number of contact hours (i.e. time you personally lectured; to be distinguished from lectures by invited speakers) and the number of students in the course
  2. Leadership/administrative roles (e.g. course coordinator)
  3. Summary of extra efforts related to teaching including development or implementation of innovative teaching methods, course revision, preparation of new resources for student learning
- The Head will also take into consideration summaries of teaching evaluations

**C. Service for the period from April 2011-March 2012**

1. Department
  - a) Number of thesis committees, PhD and MSc defenses, comprehensive exams
  - b) Membership on Departmental committees (describe roles, activities)
2. UBC
  - a) Activities related to coordinating team grants, training grants, equipment grants
  - b) Leadership roles in research teams
  - c) Membership on LSI and UBC committees (describe roles, activities)
3. External
  - a) Grant panels, editorial boards, advisory panels, national committees, reviewing of grants and manuscripts, etc.
  - b) Conference organization, leadership roles in scholarly organizations
4. Outreach activities and other contributions
5. Other activities

**D. Awards and other forms of recognition**

**Part II (Free-form, limited to 1 page)**

**A. Additional details about your most significant contributions**

1. Expand upon items listed in Part I

**B. Collegiality**

1. Please describe how you contribute to the coherence of the Department and advancement of its members by taking leadership roles, catalyzing the exchange of ideas and expertise, mentoring, etc.



**Michael R. Gold**  
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March 5, 2012

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PSA recommendations will be based on (1) performance worthy of recognition over a period of time, (2) the relationship of a faculty member's salary to that of other faculty members at the same rank, taking into consideration total years of service at UBC, (3) the department's commitment to gender pay equity, and (4) market considerations.

A document containing full details of the Department's policy and procedures regarding Merit and PSA increases will be forwarded to all eligible faculty members.

Sincerely,

Michael R. Gold  
Professor and Head

Name: \_\_\_\_\_

Date: \_\_\_\_\_

**Department of Microbiology and Immunology Instructor and Lecturer Annual update Report**  
(to be provided in addition to a complete, updated UBC CV) for 2012

**Part I (limited to 1-2 pages)**

**Please check the items that apply to you and provide a list or 1-2 sentence descriptions of your responsibilities/initiatives under each item.**

**A. Teaching for the period from April 2011-March 2012**

- 1. Courses taught—for each course, indicate the number of contact hours (*i.e.* time you personally lectured)
- 2. Leadership/administrative roles (*e.g.* course coordinator, registration, timetabling, advising, TA-training)
- 3. Work on course development and teaching/learning enhancement (*e.g.* extra efforts related to teaching/lab instruction including implementation of innovative teaching methods and preparation of new resources (like manuals) for student learning, course revision, teaching of TAs)
- 4. Participation in conferences (Papers/posters presented? State how it benefits teaching.)
- 5. Special projects: Grant applications and coordination of team grants (*e.g.* TLEF, Skylight, equipment). State the extent of your involvement.
- 6. Other

•The Head will also take into consideration summaries of teaching evaluations

**B. Service achievements for the period from April 2011-March 2012**

- 1. Membership on departmental committees (describe roles, activities, include PhD/MSc defenses, comprehensive exams)
- 2. Membership on Faculty of Science and UBC committees (describe roles, activities)
- 3. Participation in External scholarly organizations (describe extent of involvement)
- 4. Outreach activities and other contributions (describe extent of involvement)
- 5. Other activities

**C. Awards and other forms of recognition**

- 1. Any form of nominations, awards and recognition received (specify source, reason, and importance)

**Part II (Free-form, limited to 2 pages)**

**A. Please expand upon your top 5 most significant activities listed in Part I**

- 1. Please refer to each activity by its number.

**B. Collegiality**

- 1. Please describe how you contribute to the coherence of the Department and advancement of its members by taking leadership roles, catalyzing the exchange of ideas and expertise, mentoring, *etc.*

**For reviewer:**

- Outstanding work on course development and teaching/learning enhancement and/or outstanding service achievements
- Outstanding course delivery



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April 23, 2012

Dear members of the anonymous Merit Assessment Committee,

Thanks for agreeing to participate in our annual performance review for the purpose of assigning Merit and PSA (Performance Salary Adjustments). I would appreciate it if you would carry out two separate evaluations, one for our research faculty and one for our teaching faculty, for their activities between April 1, 2011 and March 31, 2012.

To carry out your evaluations, you will be provided with each individual's annual report and their complete UBC CV. You will also be provided with PDF documents containing teaching evaluations for term 1 of the 2011-2012 academic year (Sept-Dec 2011), summer term 2011, and term 2 of the 2010-2011 academic year (Jan-April 2011), along with a list of which faculty members taught in which terms. The templates for the annual reports are appended at the end of this letter and have been designed to capture everyone's most important activities and contributions. Please note that we introduced an instructor-specific annual report form. The material provided in these annual report forms should form the basis for your assessments and rankings.

For our research faculty, please assess their research, teaching, and service contributions. Evaluations for instructors and lecturers should assess teaching and service contributions. Contributions and achievements that should be considered under the headings of outstanding research, teaching, or service include (but are not limited to):

**1-Research contributions and achievements** that should be given the most weight are primary research publications and grants funded during this period. Invited presentations, invited review articles, invitations to participate in advisory panels, and other signs of research impact should also be considered.

**2-Contributions to the teaching mission of the Department** include outstanding course delivery (as indicated by student evaluations), leadership and administrative roles (e.g. student advising, being a course coordinator), substantive course revision/development, development of teaching/learning enhancement activities (e.g. implementation of innovative teaching methods, preparation of new resources, introduction of new teaching tools and modalities), and special projects aimed at improving teaching or developing teaching resources (e.g. Skylight grant applications, CWSEI participation). Involvement in educational research that may lead to improved teaching, as well as participation in workshops and conferences can also be considered.

**3-For instructors and lecturers, service that contributes to the mission of the Department** includes membership on Departmental or University committees, outreach activities, and participation in other activities that enhance teaching and collegiality in the Department.

For research faculty, **service that contributes to the mission of the Department and the University** also includes membership on thesis committees (for students both in M&I and in other programs), membership and leadership roles on Departmental or University committees, and LSI or Institute service or leadership roles (e.g. serving as LSI leaders research groups or coordinating team grants). In addition, please consider **service to the scientific community at large** including service on grant review panels, advisory panels, national/international committees, conference organization teams, editorial boards, and governing boards of scientific societies.

In addition, please take into account **collegiality**, defined as contributing to a positive environment in the Department and to the success of others. The mentoring of others should be recognized, as well as actions that contribute to the exchange of ideas and expertise. Does the faculty member work hard for the Department, make it a better place, and have positive effects that extend beyond their own group?

Although most, if not all of our faculty will have made substantial contributions to research, teaching, service, and collegiality during the past year, regretfully we can only award merit increases to about half of the faculty, i.e. those who have performed better than “the average”, recognizing that the average is very high. Moreover, given that the number of merit increments available to our Department may vary from year to year, we must rank the individuals in this top 50% by dividing them into three distinct categories: 1) exceptional performance, 2) very good, and 3) above the average. You may find it useful to separately rate each individual’s research, teaching, service, and collegiality as exceptional, very good, above average or average, and then combine this into a single overall rating.

I would appreciate it if you would e-mail to me by **Thursday May 10** two separate lists (Word documents please), one for research faculty and one for teaching faculty, in which you identify the top 50% in each category and group them into exceptional, very good, and above average categories for their contributions from April 2011 to March 2012. *Importantly, for each of the individuals that you identify as above the average, please submit a short (2- to 4-line) explanation of why you have ranked this person’s achievements as exceptional, very good, or above average.* Please don’t evaluate yourself; your annual report will be reviewed by at least three other research faculty.

I will make salary increase recommendations to the Dean based largely on your collective opinions. Note that continued excellence over the course of multiple years should be recognized by PSA instead of Merit increases. Your recommendations for PSA increments would be welcomed.

Thanks again for your help in recognizing the valuable contributions of our faculty members.

Sincerely,

Michael R. Gold  
Professor and Head

## Annual update report for research faculty

**Part I** (limited to 2 pages):

### **A. Research for the period from April 2011-March 2012**

1. Grant funding held or obtained. Indicate the granting agency, title of the grant, and whether you are the principal investigator or a co-applicant
2. Research articles published or accepted
3. Review articles and other scholarly contributions
4. Selected invited lectures

### **B. Teaching for the period from April 2011-March 2012**

1. Courses taught—for each course, indicate the number of contact hours (i.e. time you personally lectured)
  2. Leadership/administrative roles (e.g. course coordinator)
  3. Summary of extra efforts related to teaching including development or implementation of innovative teaching methods, course revision, preparation of new resources for student learning
- The Head will also take into consideration summaries of teaching evaluations

### **C. Service for the period from April 2011-March 2012**

1. Department
  - a) Number of thesis committees, PhD and MSc defenses, comprehensive exams
  - b) Membership on Departmental committees (describe roles, activities)
2. UBC
  - a) Activities related to coordinating team grants, training grants, equipment grants
  - b) Leadership roles in research teams
  - c) Membership on LSI and UBC committees (describe roles, activities)
3. External
  - a) Grant panels, editorial boards, advisory panels, national committees, reviewing of grants and manuscripts, etc.
  - b) Conference organization, leadership roles in scholarly organizations
4. Outreach activities and other contributions
5. Other activities

### **D. Awards and other forms of recognition**

**Part II (Free-form, limited to 1 page)**

#### **A. Additional details about your most significant contributions**

1. Expand upon items listed in Part I

#### **B. Collegiality**

1. Please describe how you contribute to the coherence of the Department and advancement of its members by taking leadership roles, catalyzing the exchange of ideas and expertise, mentoring, etc.

## Instructor and Lecturer Annual update Report

### Part I (limited to 2 pages)

Please check the items that apply to you and provide a list or 1-2 sentence descriptions of your responsibilities/initiatives under each item.

#### A. Teaching for the period from April 2011-March 2012

- 1. Courses taught—for each course, indicate the number of contact hours (*i.e.* time you personally lectured)
- 2. Leadership/administrative roles (*e.g.* course coordinator, registration, timetabling, advising, TA-training)
- 3. Work on course development and teaching/learning enhancement (*e.g.* extra efforts related to teaching/lab instruction including implementation of innovative teaching methods and preparation of new resources (like manuals) for student learning, course revision, teaching of TAs)
- 4. Participation in conferences (Papers/posters presented? State how it benefits teaching.)
- 5. Special projects: Grant applications and coordination of team grants (*e.g.* TLEF, Skylight, equipment). State the extent of your involvement.
- 6. Other
  - The Head will also take into consideration summaries of teaching evaluations

#### B. Service achievements for the period from April 2011-March 2012

- 1. Membership on departmental committees (describe roles, activities, include PhD/MSc defenses, comprehensive exams)
- 2. Membership on Faculty of Science and UBC committees (describe roles, activities)
- 3. Participation in External scholarly organizations (describe extent of involvement)
- 4. Outreach activities and other contributions (describe extent of involvement)
- 5. Other activities

#### C. Awards and other forms of recognition

- 1. Any form of nominations, awards and recognition received (specify source, reason, and importance)

### Part II (Free-form, limited to 2 pages)

#### A. Please expand upon your top 5 most significant activities listed in Part I

- 1. Please refer to each activity by its number.

#### B. Collegiality

- 1. Please describe how you contribute to the coherence of the Department and advancement of its members by taking leadership roles, catalyzing the exchange of ideas and expertise, mentoring, *etc.*

#### For reviewer:

- Outstanding work on course development and teaching/learning enhancement and/or outstanding service achievements
- Outstanding course delivery