



WAYNE STATE UNIVERSITY

Division of Academic Affairs

2025 Guidelines for Evaluation of Academic Staff for Salary Consideration

Please note that these guidelines are based upon the requirements of the 2023–2027 WSU/AAUP-AFT Agreement (see Article XII.B.4.b and Article XXIV.II.A.2 and C.1–4).

The purpose of the Selective Salary Review process is two-fold. It is a peer-review process to identify and reward excellence in the categories of Job Performance, Professional Achievement and Service. Scholarly Achievement and equity will also be considered when appropriate. The process is also a means to provide support and mentoring when long-term Job Performance of tenured academic-staff and academic-staff with ESS is substantially below disciplinary-norms and unit factors.

I. Eligibility

1. Any member of the bargaining unit who is currently in service in an AAUP-AFT represented classification and will be represented by the AAUP-AFT on the last day of winter term (May 14, 2025) and the first day of the fall term (August 18, 2025) is required to participate in the annual salary review process.
2. In all units, there must be an annual report consisting of (a) an updated professional record (last 3 years). The ultimate responsibility for an updated professional record and annual report lies with the individual academic staff member.
3. All academic staff members are required to submit the annual report and to participate in the salary review process. Failure to participate in the annual salary review process two (2) times in any five (5)-year period shall also result in the forfeiture of any across-the-board raise (see WSU/AAUP-AFT Agreement, Article XXIV.II.C.1).

II. Procedures

1. Committees

It is the policy of the University to obtain peer advice before making salary review recommendations, and the 2023–2027 WSU/AAUP-AFT Agreement requires consultation with salary committees prior to making recommendations. Chairs/Directors will make recommendations to the appropriate vice president or dean. If a salary committee exists in the department or office of the director, the chair or director shall chair the committee with vote.

Each dean/vice president shall, in addition, consult with a college/division salary advisory committee prior to making recommendations on salary recommendations to the Provost.

The committee shall consist of bargaining-unit academic staff members elected according to college/school/division by-laws (WSU/AAUP-AFT Agreement, Article XII.B.4.b and Letter of Agreement dated September 17, 2024).

2. Evaluation

In making selective salary recommendations to the appropriate vice president or dean, chairs and directors will follow the Standards for Evaluation in Section III of these Guidelines and will base their evaluations and recommendations on the Factors for Evaluation in Section IV of these Guidelines.

The dean/vice president shall convene the elected college/division staff salary committee. Each staff salary committee shall review the credentials of members of the academic staff and shall recommend a rating pursuant to the provisions of Sections III and IV of these Guidelines. The dean/vice president shall recommend salary review evaluations to the Provost. The recommendation shall include his/her summary evaluation of the academic staff member pursuant to Section III and IV of these Guidelines. The evaluation shall be expressed as either a rating of less than satisfactory or a rating of satisfactory in separate ratings for job performance, for scholarship (when appropriate), professional achievement, and service. No other evaluation materials should be forwarded unless the dean/vice president believes that special justification is needed in specific cases, or if the Provost so requests.

III. Standards for Evaluation

The standards for evaluation are those set forth for promotion and tenure/ESS in the collective bargaining agreement between the University and the AAUP-AFT and shall take into consideration such unit, school/college, and University factors as are in force.

For academic staff in tenure/tenure-track positions, the assessments of a candidate's qualifications shall be based on excellence in job performance and excellence in appropriate scholarly and professional achievement.

For academic staff not on a tenure-track appointment, the assessments of a candidate's qualifications shall be based on excellence in job performance. Excellence in professional achievements is also required, but is given secondary weight. Excellence in scholarly achievement, at the option of the academic staff member, will be considered but is not required.

For both tenure-track and non-tenure-track academic staff, consideration shall also be given to excellence in non-instructional service to the department, division, college and/or University and/or public and/or professional service that benefits the University.

IV. Factors for Evaluation of Academic Staff

1. Job Performance

This category is the most important of the evaluation groups. Academic staff members should be performing their job responsibilities at or near the highest levels of those in

their profession or field at comparable complex research universities. They should demonstrate a high level of performance in the total range of assigned responsibilities, including quality, productivity, and the ability to initiate, prioritize, and conclude work effectively and efficiently. Other considerations include demonstrated knowledge of the profession, unit improvement, and cooperation with colleagues.

The dean, or appropriate unit head, and the committee shall examine at the least the following aspects of the staff member's job performance.

- a. **Position effectiveness and efficiency** may be demonstrated by a high level of performance in the total range of assigned responsibilities, including quality, productivity, and the ability to initiate, plan, organize, prioritize, and conclude work effectively.
 - b. **Professional knowledge** may be demonstrated by evidence of professional knowledge required in the position; including knowledge of University policies and procedures.
 - c. **Unit improvement** may be demonstrated by evidence of creativity and innovation (e.g., suggestions for improvement in procedures or activities) that significantly contribute to the operations of the Office/Department, College/Division and University.
 - d. **Cooperation with colleagues** may be demonstrated by evidence of the ability to work in collaboration with colleagues, faculty, and administrative personnel.
2. Scholarly Achievement (if applicable)

Evidence of scholarly achievement includes continued undertaking of appropriate research, writing, or studies. Published studies are always preferred, and they are required in some academic staff classifications. In classifications where publication is not the professional norm, academic staff members may be engaged in writing for websites or social media, practitioner magazines, newsletters, bulletins, etc., about new substantive or procedural developments in the field.

3. Professional Achievement

- a. For academic staff members, continued development of professional knowledge is essential and may be demonstrated by the following: professional training, advanced degrees, certificates, or courses, or continuing education for professional licenses or certifications.
- b. Professional achievement may also be demonstrated by presenting papers, talks, demonstrations, and so forth in appropriate settings. Attention should be given to the sponsoring group with respect to the geographic scope and professional reputation or recognition of the institution or association. Consideration should be given to the significance or prominence of the academic staff member's specific role in the event and to the method of becoming a participant.

- c. In some classifications and/or in some University units, there may be an expectation for preparation of applications for external grant funding. These grants would usually be prepared for funding that would enhance the University's ability to more easily meet its goals and objectives.

4. Service

- a. *Service to the community.* This includes membership on community boards or commissions related to the academic staff member's professional field in the University, consultancies bringing his/her professional knowledge to bear on behalf of the community (and where only nominal compensation is involved), testimony or studies to assist community organizations to obtain knowledge and information pertinent to their activities. "Community" here encompasses groups, agencies, and institutions in both the public and private sectors and is not limited to the Detroit area.
- b. *Service to the University.* This includes service on department or administrative unit, school/college, and university committees. "Since the American Association of University Professors/American Federation of Teachers has historically been a professional organization, professional participation in Association activities shall be credited as University service in the same manner that other professional service is credited" (WSU/AAUP-AFT Agreement, Article XI). A substantial level of committee service is expected of all staff members and does not by itself constitute meritorious service. Weight should be given to service on especially demanding committees, such as promotion and tenure committees, committees establishing new administrative policy, committees developing or implementing new operating or administrative systems, committees that evaluate staff or faculty colleagues for University recognition, and other service activities that require extensive commitments of time and a high level of responsibility. The effectiveness and quality of a staff member's committee service should be carefully evaluated; joining committees and seeking election to various consultative bodies does not, by itself, constitute meritorious service.
- c. *Professional Service.* This includes substantial, high quality service as an officer or committee member in a professional association or organization in the staff member's professional field. The standing of the organization, the importance of the position or committee, and the effectiveness of the staff member's service should all be considered in making an evaluation. In fields where publication is the norm or is often possible, professional service may include the editorship of journals, practitioner magazines, or other appropriate works (e.g., websites/social media, newsletters, bulletins, etc.).

V. Academic Staff Evaluation

1. Professional Academic Assignments

A rating of less than satisfactory indicates that an individual is performing at a level substantially below the unit's factors and norms. If a staff member does not fall into the less than satisfactory category they should be rated as satisfactory.

Note: Staff rated as less than satisfactory should be considered to be performing "substantially below the unit's factors and norms, [and] the salary committee may

recommend to the chair/director/dean that a peer mentoring committee be established to address the issues raised by the salary committee” (WSU/AAUP-AFT Agreement, Article XXIV.II.C.4).

2. Professional Development/Achievement

A rating of less than satisfactory indicates that an individual is performing at a level substantially below the unit’s factors and norms. If a staff member does not fall into the less than satisfactory category they should be rated as satisfactory.

3. Service

A rating of less than satisfactory indicates that an individual is performing at a level substantially below the unit’s factors and norms. If a staff member does not fall into the less than satisfactory category they should be rated as satisfactory.