

## **APPENDIX 1 - 1995 BMGT PLAN OF ORGANIZATION**

### **CONSTITUTION AND PLAN OF ORGANIZATION COLLEGE OF BUSINESS AND MANAGEMENT University of Maryland**

#### **I. PURPOSE**

The purpose of the Constitution of the College of Business and Management is to provide the framework for governing academic policy and other related matters within the College. The College Constitution shall provide for a College Assembly and designated committees. The powers, duties, and privileges of these bodies shall be as herein specified.

#### **II. COLLEGE ASSEMBLY**

The College Assembly shall consist of all tenure-track, tenured and emeritus faculty members of the College of Business and Management, together with all Deans, Directors, Associate Directors and Assistant Directors of Programs and Centers; and one undergraduate student, one MBA student, one doctoral student, and one support staff member, all four of whom will be elected to the Assembly for a period of one year by their representative groups. The chairperson of the College Assembly shall be the Dean of the College or his/her designate, usually the Academic Associate Dean.

The College Assembly shall have final approval authority on all academic policy and programmatic matters. All staff and administrators are welcome to attend sessions of the College Assembly and to participate in all discussions.

However, only faculty members of the Assembly shall be permitted to vote on academic matters, which include, but are not restricted to, course and curriculum matters and Promotion and Tenure matters. On non-academic matters, all College Assembly members as defined above shall have the right to vote. A quorum shall consist of a majority of the members of the Assembly. For a motion to carry in the Assembly, a simple majority of those present and eligible to vote must vote in favor of it. The College Assembly may, at any time, vote to exclude non-Assembly members from attending a particular session, or part of a session.

The College Assembly shall elect the College's representatives to the College Park Campus Senate. The small College Advisory Committee shall serve as the nominating committee, although nominations may also be made from the floor of the Assembly. The election shall normally be held in the Spring semester.

A qualified parliamentarian shall be appointed by the Dean. Robert's Rules of Order Revised shall govern the Assembly as applicable, except as they may be inconsistent with the rules of the College Constitution. Minutes of the College Assembly meetings shall be taken and copies distributed to the College Assembly members and kept on file in the College office. The Academic Associate Dean will be responsible for ensuring that minutes are taken and distributed within two weeks.

There shall be a minimum of one College Assembly each semester. Assemblies will be scheduled by the Dean. A tentative agenda will accompany the announcement of the meeting. Upon a written request to the Dean by ten percent of the College Assembly, the Dean shall be required to call a meeting of the College Assembly within two weeks.

### **III. ADMINISTRATIVE STRUCTURE**

The Dean appoints the Associate and Assistant Deans and the Directors of Undergraduate Studies, the Master's Programs and the Ph.D. Program. In addition, the Dean appoints the chairpersons of the seven faculty areas based on advisory ballots -- to be described in the following paragraph -- from the tenure-track and tenured faculty members of each area: Accounting; Finance; Information Systems; Management Science and Statistics; Marketing; Management and Organization; and Transportation, Business and Public Policy.

The appointment of each area chairperson is for a three-year term. An advisory ballot, administered by the Office of the Academic Associate Dean, for selecting a chairperson will take the following form: Each tenured or tenure-track area faculty member will identify each candidate as acceptable or unacceptable and then rank order the acceptable candidates. A candidate is defined as any tenured faculty member in a faculty area. An acceptable candidate is defined as a candidate who has been voted acceptable by at least fifty percent of the area faculty. The Dean will be requested to choose a chairperson from the set of acceptable candidates. A chairperson may not serve more than two consecutive terms, unless there are no other acceptable candidates.

Toward the end of each term, the tenure-track and tenured faculty members of each area will evaluate their chairperson. The evaluation will consist of a written questionnaire. The questionnaires will be collected and summarized by the office of the Academic Associate Dean, who can also solicit information from other members of the College. Results will be given to the chairperson, the Academic Associate Dean and the Dean. Anonymity of respondents will be maintained. At this time, the election of the chairperson for the next three-year term also takes place. In the event of a vacancy at any time, the Dean will consider the

appointment of a new chairperson based on an updated advisory balloting of the tenure-track and tenured faculty members of the area.

The performance of the Dean and Academic Associate Dean will be formally reviewed every five and three years, respectively, in the Fall by a committee of three tenure-track faculty members elected by the College Assembly. The purpose of the review is to ensure that the deans are executing their academic and administrative duties in a fashion consistent with the mission of the College. The review should entail a survey of College Assembly members, similar to that described for area chairpersons. The survey shall be summarized by the review committee members, who will discuss their findings and recommendations with the Academic Associate Dean and the Dean. One question on the survey should ask respondents to rate each of the Deans' performances as acceptable or unacceptable. If fifty-one percent, or more, of the entire faculty rate a Dean's performance as unacceptable, this must be reported to the Provost and Vice President for Academic Affairs. The Deans will make an oral report regarding the performance evaluations to the faculty at a College Assembly meeting by the end of the Fall semester. This oral report may include suggestions on measures for improving performance.

#### **IV. Committees**

##### **(1) Small College Advisory Committee:**

**OBJECTIVE:** To initiate and review College administrative and academic matters.

##### **Authority and Duties**

- a. To advise and assist the Dean, Associate Deans and Assistant Deans on both academic and administrative matters.
- b. To play a role in initiating and developing academic policy, and in monitoring its implementation.
- c. To coordinate faculty hiring and to recommend faculty appointment priorities to the Dean.
- d. Ordinarily the Dean shall call College Assembly meetings. However, the small College Advisory Committee, after consultation with the Dean, may call Assembly meetings.

- e. To identify critical committees at the university level and request or recommend that specific faculty members in the College serve on them or be nominated for election to them.
- f. To assign chairpersons and members of Task Forces as needed to handle College matters and review their reports before submission for approval to the Dean's Office and/or College Assembly as appropriate.
- g. To serve as the nominating committee for the College's representatives to the Campus Senate.
- h. To approve reports and recommendations of the Undergraduate and Graduate Oversight Committees before submission to the Dean and/or College Assembly as appropriate.
- I. To initiate and/or review any future developments or projected programs directly related to academic policy.
- j. To spearhead strategic planning in the College.

#### Composition and Term of Office

The committee shall consist of eight voting members: the chairpersons of the seven faculty areas in the College, and the Dean or Dean-designate, usually the Academic Associate Dean, who will chair the committee. At the first College Assembly in the Fall of each year, an approval vote of the eight members of the committee will take place.

In the event that a faculty chairperson cannot attend a particular College Advisory Committee meeting, he/she may appoint a substitute with voting powers from his/her faculty.

The chair shall be responsible for constructing an agenda for each meeting. The committee will meet on a regular basis at a set time during the Fall and Spring semester. Minutes shall be taken at each meeting and approved in the following meeting of the committee. The minutes shall then be distributed to all Faculty, Directors and Deans.

Each of the voting members of the committee shall possess one vote on any issue under consideration. For a motion to carry, there must be at least five votes in favor of it.

(2) Large College Advisory Committee:

OBJECTIVE: To initiate and review College administrative matters and to offer advice on academic matters.

The committee shall consist of the Small College Advisory Committee, the various Associate and Assistant Deans, and the Directors of College Centers.

Authority and Duties

- a. To advise and assist the Dean, Associate Dean(s) and Assistant Dean(s) on both academic and administrative matters.
- b. To play a role in initiating and developing administrative policy, and in monitoring its implementation.
- c. To be actively involved in strategic planning in the college.

(3) Tenure and Promotion Committees.

OBJECTIVE: To seek the retention and promotion of faculty members of high quality as measured by their teaching, scholarship, and service to the University, professional organizations, and the community.

Authority, Duties and Composition

All procedures applying to these committees are found

in the document entitled: ``College of Business and Management Appointment, Promotion and Tenure Procedures'' (attached as Appendix A).

(4) MBA Oversight Committee.

OBJECTIVE: To recommend and review academic policy concerning the MBA programs of the College.

Authority and Duties

- a. To establish academic policy, subject to approval of the small College Advisory Committee and the College Assembly, regarding the MBA program and its relationship to the strategic mission of the College. Critical areas of focus include admissions, curricula, placement of graduates, and the national visibility of the program.
- b. To assist the Office of the Dean and the Director of the Master's Programs in matters concerning MBA students and MBA programs.
- c. To report at least annually to the College Assembly.

Composition and Term of Office

The Committee shall consist of three voting members from the tenure-track faculty, to be appointed by the Dean upon consultation with the small College Advisory Committee. The Director of the Master's Programs and the president of the MBA Association, or their designated representatives, are also welcome to attend meetings, but shall have no vote. The Dean may appoint a student, nonvoting member.

Faculty members of the Committee shall serve three-year terms. Members shall be eligible to succeed themselves.

The chairperson shall be elected by and from the voting members of the Committee and shall serve a one-year term with optional re-election. The chairperson shall be responsible for calling the meetings and preparing the agenda. Meetings may also be called by written request of at least two Committee members or at the written request of the small College Advisory Committee and/or Dean.

(5) MS Oversight Committee.

OBJECTIVE: To recommend and review academic policy concerning the MS programs of the College.

#### Authority and Duties

- a. To establish academic policy, subject to approval of the small College Advisory Committee and the College Assembly, regarding the MS program and its relationship to the strategic mission of the College.
- b. To assist the Office of the Dean and the Director of the Master's Programs in matters concerning M.S. students and M.S. programs.

#### Composition and Term of Office

The Committee shall consist of three voting members from the tenure-track faculty, to be appointed by the Dean upon consultation with the small College Advisory Committee. The Director of the Master's Programs, or his/her designated representative, is also welcome to attend meetings, but shall have no vote.

Faculty members of the Committee shall serve three-year terms. Members shall be eligible to succeed themselves.

The chairperson shall be elected by and from the voting members of the Committee and shall serve a one-year term with optional re-election. The chairperson shall be responsible for calling the meetings and preparing the agenda. Meetings may also be called by written request of at least two Committee members or at the written request of the small College Advisory Committee and/or Dean.

#### (6) PhD Oversight Committee.

OBJECTIVE: To recommend and review academic policy concerning the Ph.D. programs of the College.

#### Authority and Duties

- a. To establish academic policy, subject to approval of the College Advisory Committee and the College Assembly. Among areas to be included are admissions, retention, dismissal, curricula, fellowships, assistantships, examination of candidates, theses supervision, and placement of graduates.

- b. To assist the Office of the Dean and the Director of the Ph.D. Program in matters concerning Ph.D. students and Ph.D. programs.
- c. To report at least annually to the College Assembly.

#### Composition and Term of Office

The Committee shall consist of three voting members, who shall be associate or regular members of the Graduate Faculty, to be appointed by the Dean upon consultation with the small College Advisory Committee. The Director of the Ph.D. Program, and the president of the Association of Doctoral Students, or their designated representatives, are also welcome to attend meetings, but shall have no vote.

Faculty members of the Committee shall serve three-year terms. Members shall be eligible to succeed themselves.

The chairperson shall be elected by and from the voting members of the Committee and shall serve a one-year term with optional re-election. The chairperson shall be responsible for calling the meetings and preparing the agenda. Meetings may also be called by written request of at least two Committee members or at the written request of the small College Advisory Committee and/or Dean.

#### (7) Undergraduate Oversight Committee

OBJECTIVE: To recommend and review academic policy concerning the undergraduate programs of the College.

#### Authority and Duties

- a. To establish academic policy, subject to approval of the College Advisory Committee and the College Assembly. Among areas to be included are admissions, retention, dismissal, curricula, financial aid, assistantships, internships, special programs, extra-curricular activities, and placement of graduates.
- b. To assist the Office of the Dean and the Director of Undergraduate Studies in matters concerning undergraduate students and undergraduate programs.
- c. To report at least annually to the College Assembly.



## Composition and Term of Office

The Committee shall consist of three voting members from the tenure-track faculty, to be appointed by the Dean upon consultation with the College Advisory Committee. One undergraduate student, elected by the Dean's Undergraduate Student Advisory Council, will serve as a nonvoting member. The Director of Undergraduate Studies shall also serve on the Committee but shall have no vote.

Members of the Committee shall serve three-year terms. Members shall be eligible to succeed themselves.

The chairperson shall be elected by and from the voting members of the Committee and shall serve a one-year term with optional re-election. The chairperson shall be responsible for calling the meetings and preparing the agenda. Meetings may also be called by written request of at least two Committee members or at the written request of the small College Advisory Committee and/or Dean.

### 8) Teaching Enhancement Committee -

OBJECTIVE: To review, develop and implement programs designed to enhance teaching effectiveness in the College.

#### Authority and Duties

- a. To assist the Office of the Dean in improving the quality of teaching in the College in five teaching-related areas:

development and improvement activities;  
delivery-related activities;  
monitoring and evaluation activities;  
rewarding and recognition activities; and  
publicizing activities.

- b. To develop and monitor techniques for evaluating teaching performance, to review teaching evaluations submitted to the Committee, and to inform individual faculty members of the Committee's interpretation of those results where appropriate. This would include making constructive suggestions for improvement as well as acknowledging outstanding performance. The Teaching Committee will take the information from

the teaching evaluation forms and disseminate it publicly by display in some manner to be agreed upon by the faculty. The results of the teaching evaluations will be published by a method to be approved by a majority of the faculty.

- c. To report at least annually to the College Assembly.

#### Composition and Term of Office

The Committee shall consist of three voting members from the tenure-track faculty, to be appointed by the Dean upon consultation with the College Advisory Committee.

Faculty members of the Committee shall serve three-year terms. Members shall be eligible to succeed themselves.

The chairperson shall be elected by and from the voting members of the Committee and shall serve a one-year term with optional re-election. The chairperson shall be responsible for calling the meetings and preparing the agenda. Meetings may also be called by written request of at least two Committee members or at the written request of the College Advisory Committee and/or Dean.

#### (9) Merit Pay Review Committee.

All procedures applying to these committees are found in the document entitled: ``College of Business and Management Merit Pay Distribution Procedures'' (attached as Appendix B).

#### (10) The Role of Centers in the College.

The Directors of Centers shall be appointed by the Dean. Each Center shall establish some form of communication or advisory structure between the Center and the faculty. In addition, each Center shall provide an annual written report to the Dean. The written report will be reviewed by the College Advisory Committee and shared with the faculty.

### V. AMENDMENTS

Amendments to this constitution will be presented in writing to the College Assembly members at least five days in

advance of being proposed before an Assembly meeting.

No vote will be taken on a proposal during the meeting when it is proposed.

A vote on a proposed amendment will be taken at another Assembly meeting held not less than ten (10) days after the meeting when it is proposed. A three-fifths (3/5) majority of those present and eligible to vote is required for adoption, provided that there is a quorum. Amendments, once adopted, become effective immediately.

#### **VI. REVIEW OF THE CONSTITUTION**

Every five years, there shall be a review of the College Constitution in such a manner as the College Assembly shall determine.

Approved by the College Assembly  
May 1, 1987

Amended December 1987  
Revised September 1990  
Revised April 1993  
Revised October 1995

**APPENDIX A**  
**COLLEGE OF BUSINESS AND MANAGEMENT**  
**APPOINTMENT, PROMOTION AND TENURE PROCEDURES**

The following Procedures supplement the UMCP Policy on Appointment, Promotion and Tenure of Faculty (as approved by the Chancellor, March 26, 1993) which, in case of conflict, is the governing document.

1. It is the policy of the College of Business and Management that the College faculty shall formally review the candidates for promotion and tenure during the year in which the candidate is to be considered for promotion and/or promotion and tenure in the College of Business and Management.
2. The promotion and tenure process may be initiated either by the candidate or the candidate's area chairperson.<sup>1</sup> The area chairpersons will consult with either tenured faculty (for associate decisions) or full professors (for full decisions) from the candidate's area.
3. The area review committee (see #4) selects at least six reviewers (external to the College and/or the University) and the area chair solicits evaluation letters. These reviewers shall be widely-recognized authorities in the candidate's field. At least three of these reviewers, but no more than half, may be named by the candidate. Reviewers should possess recognized expertise in the candidate's area. Reviewers receive vita, the candidate's personal statement (if the candidate chooses to write one) and research materials selected by the candidate.
4. After the outside letters are received, the candidate will first be reviewed by faculty in his or her area. This area review committee will serve as an advisory committee of the College Appointment, Promotion and Tenure Committee. The area review committee, in the case of assistant professors, shall consist of all tenured faculty in the area. In the case of associate professors, the committee shall consist of all full professors in the faculty area. If there are not enough individuals with sufficient rank within an area to make up a committee of not less than three individuals, then the Dean of the College, or his/her designee, shall appoint a sufficient number of individuals from other faculty areas to create a committee of not less than three. An effort shall be made to select individuals with knowledge of the candidate's field.

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<sup>1</sup> In the special case where the area chairperson is an associate professor and is a candidate for full professor, or has a colleague who is a candidate for full professor, the Dean will appoint an acting area chairperson, with the candidate's consent. The acting chairperson will be a full professor from the same area, or closely related area, who will perform all of the area chairperson duties enumerated herein.

5. The area review committee meets to elect a chairperson (who shall not be the area chair) to discuss and vote on the candidate. The area vote is by secret ballot. After this meeting of the area review committee, the chairperson of the committee shall write a letter to the Dean with a copy to be included in the file established by the candidate for the College Appointment, Promotion and Tenure Committee ("P&T Committee"). The letter shall set forth the vote of the area committee as well as a statement of the reasons given by committee members for or against the promotion of the candidate. Dissenting faculty may write their own statements which become part of the file. The area vote shall be reported to the candidate.
6. After reviewing the candidate's file, including the letter written by the area review committee to the Dean, the area chairperson (or the acting area chairperson as referred to in footnote 1) shall write a separate letter to the Dean giving his or her recommendations with respect to promotion of the candidate. This letter will include the reasons for the recommendation or lack thereof and shall become part of the promotion and tenure file.
7. The P&T case shall go forward to the College P&T Committee regardless of the area vote and of the recommendations of the area review committee chair and of the area chair.
8. Acting for the College P&T Committee, the area review committee shall prepare a descriptive report on the candidate describing, in a factual way, all the candidate's activities and achievements in teaching, advisement, research, scholarship and service. This descriptive report shall be shown to the candidate. The candidate has the right to disagree with the descriptive report and to append a personal statement to the report indicating any such disagreements and the reasons for them. The descriptive report, including any appendices, becomes part of the candidate's file.
9. The area chairperson assembles the candidate's file containing: (a) candidate's vita and personal statement, (b) outside reviewer letters, (c) copies of papers, articles, books, etc. (d) teaching evaluations, (e) area chairperson's letter, (f) the letter from the area review committee chairperson, and (g) the descriptive report. Items (a), (b), (e) (f) and (g) will be distributed to the College P&T Committee by the Dean's Office prior to meeting. Items (c) and (d) will be available in the office of the Associate Dean for Academic Affairs. The above file will be ready at least two weeks before the scheduled P&T meeting. The area chairperson will insure that the candidate assembles all information required by the campus P&T transmittal form.

10. The College P&T Committees consists of: (a) all tenured faculty (for associate decisions) or (b) all full professors (for full decisions), except that the Dean is not eligible for membership in a College P&T committee. The Dean may, if he/she chooses, attend a P&T meeting, but cannot vote. The Dean, or his/her designee, nominates a chair for each P&T committee. The chair appointments are approved or disapproved through mail ballot (majority vote) of the membership of the relevant P&T committee.
11. The College Appointment, Promotion and Tenure Committee chairs select a Candidate Review Committee (CRC) for each candidate. A Candidate Review Committee consists of two members of the candidate's area and two members from outside the candidate's area. Selection of CRC members is made in consultation with the candidate and the candidate's area chairperson and may include emeritus professors from the College of Business and Management. The CRC Committee will elect a chairperson.
12. The Candidate Review Committee will conduct an intensive review of all materials in the candidate's file. Each CRC Committee must meet at least once formally after the intensive review but before the presentation of the oral report. The CRC Committee members in attendance will present an oral report to the College P&T Committee.
13. Based on individual review of candidate's file and the CRC oral report, the relevant College P&T Committee votes on the candidate by secret ballot. In order to obtain a positive recommendation of the faculty, two-thirds of those faculty members voting on promotion and tenure must vote in favor of the candidate. An abstention will not be included in the calculation of the two-thirds majority but will be reported. Following this vote, the candidate's CRC members who attended the College P&T Committee meeting jointly write a letter to the Dean, to be completed within fifteen days of the P&T meeting, summarizing the College P&T discussion and vote and highlighting the candidate's strengths and weaknesses. The letter shall be reviewed and approved by the Associate Dean for Academic Affairs and the Chair of the College P&T Committee.
14. The candidate's file, containing the CRC summary letter, and the items described in (9) above, are sent to the Dean. The Dean writes an evaluation letter. The Dean's letter is added to the candidate's file, which is forwarded to the next level, unless both the P&T Committee and the Dean vote against promotion. In the latter case, the file shall go forward to the Provost only to insure that proper procedures were followed. In the letter, the Dean will report the results of the area vote and the P&T vote. The Dean's and College P&T

Committee's decisions on a candidate shall be reported to the candidate's area chair, the chair of the candidate's area review committee and the candidate. In the case where either the P&T Committee or the Dean fail to vote for promotion, the candidate will also receive a letter indicating in general terms the reasons for the negative vote(s). The area chair will review this letter for accuracy.

15. The same procedures as above shall apply to external candidates.
16. The Dean or his/her appointee will nominate the College member of the Campus Appeals Committee.

## **APPENDIX B**

### **MERIT PAY DISTRIBUTION PROCEDURES COLLEGE OF BUSINESS & MANAGEMENT**

1. The Dean's Office receives a general estimate of the amount of merit money available for the year. The Dean, in consultation with the Executive Committee and Faculty Salary Review Committee (SRC) determine(s) the percentage of merit money to be withheld by the Dean for her/his own allocation to address special salary problems, but in no event shall this amount exceed 25% of the total merit salary allocation for lines attributable to the instructional program of the College less any administrative positions funded within that program.

2. (a) The Faculty Salary Review Committee (SRC) shall be composed of five (5) voting members: one assistant professor, one associate professor and two full professors. The Associate Dean for Academic Affairs will be a voting member of the SRC. At the first meeting of the SRC the voting members of the Committee shall elect one of their number to be chairperson.

(b) The membership of the SRC shall rotate from year to year so that all faculty areas have representation at least once every two years. The rotation among areas shall be made according to the procedure set forth at Appendix A.



(c) The individual members of the SRC from each participating faculty area shall be selected according to the following procedure. Each faculty area shall select the individual from their area who will serve on the SRC by secret ballot of the tenure track members of the area. The Chairperson of the faculty area shall not serve on the SRC. In the event that a faculty area has a shortage of faculty of the appropriate rank, they may nominate another tenure-track member from inside or outside the group to fill that position. It shall be made clear by the Chairman of the faculty area to the individuals named by the faculty areas participating in the SRC for any particular year that they are members of a College committee in determining equitable salary adjustments for the year in question and are not advocates of their groups.

(d) The College will strive across several years to achieve adequate representation in ethnicity/gender among the members of the SRC. If in the Dean's opinion any group within the College has been systematically under represented on the committee, then he/she may appoint a member of that group as an additional member of the SRC.

3. The Associate Dean (or other designated representative of the Dean) will provide a list of all individuals that need to be evaluated to the SRC.

4. The SRC meets briefly with the Dean and the Executive Committee prior to reviewing any performance reports in order for the Dean and Executive Committee to relate any information relevant to decisions regarding salary for that year.
5. The evaluation will give significant recognition to excellence in scholarship, teaching, including advising, and service, including outreach efforts. In general, evaluation should reflect performance over the last several years and give consideration to the stage of the faculty member's career.
6. The SRC members individually review the relevant material concerning the faculty eligible for salary increases for the year. The SRC then meets as a committee with the individual area chairperson in order for the chair to present to the SRC his or her views and relevant information concerning the allocation of merit money among eligible faculty members in the area and cross allocation among College faculty in general. The SRC then meets and makes its initial ranking giving consideration to the view expressed by the chairpersons. Rankings should be made across the College rather than solely within faculty areas.
7. After the SRC makes its initial ranking, it meets with the Dean to review the rankings. After receiving the Dean's input, the SRC may revise its ranking based upon the input received from the Dean.

8. The distribution of merit pay to individual faculty members, as determined by the SRC, shall be the final allocation of the merit pay assigned to the SRC and shall not be disturbed by the Dean or the faculty chairpersons. Although it is intended that the SRC's salary allocation shall be final, the Dean, for good cause, may change the salary allocated by the SRC for 5.0% percent of the faculty members who were evaluated by the SRC. The Dean will explain the rationale for any changes to the SRC and the department chairs and must reallocate to faculty any merit monies altered under this provision.
9. The final distribution of merit money by the SRC shall be reported in dollar amounts for each faculty member rather than as a percentage of salary.
10. The SRC shall report to the faculty as to what factors were taken into consideration in making salary decisions. Summary statistics of interest, such as the average merit raise, may be reported by the SRC but individual salaries shall not be published.
11. After receiving the decision of the SRC, the chairs meet with the Dean and make recommendations for the salaries of their individual faculty members. The Dean will take the recommendations into consideration in the distribution of her/his share of the merit money to address special salary problems.

12. The Dean then allocates her/his share of the merit money and salary is determined for each faculty member.

13. The Dean meets with the Chairs to discuss the Dean's allocation of his/her share of the merit dollars. The Dean then decides on any revised salaries based upon these discussions.

14. The final salary recommendations are forwarded from the College, and the chairs and members of the SRC are informed of the recommendations for merit money.

15. The chairs meet with each individual faculty member, tell him/her the anticipated salary for the coming year and explain to the individual faculty member the basis for the merit money award.

16. The Dean will be available to discuss salary with any faculty member who so requests.

17. If any material change in the available merit money is imposed by forces external to the College, the SRC will reconvene to decide on an equitable redistribution of the merit pool.