



22 November 2018

Professor Carsten Andreas HOLZ
Professor, SOSC

Dear Professor Holz,

Merit Salary Review 2018

Thank you for your contributions to the University's mission over the past academic year. For 2018-19, the School of Humanities and Social Science's priorities continue to be improving individual research and teaching, especially the school-sponsored curriculum, the development of more collaborative faculty research, as well as new initiatives such as "tri-modal courses" and blended learning through the creation and use of on-line teaching modules. SOSC shares these priorities and encourages faculty to publish in peer-reviewed venues with international impact; to apply for GRF grants; to recruit high quality RPG students; and (for senior faculty) to participate in the administrative tasks of the division. The university also values knowledge transfer, which for social scientists may take the form of public outreach and community engagement.

I would also like to take this opportunity to remind you that in the last academic year, 2017-18, HKUST shifted to a new budgetary model, which allocates funding to each of the four schools based on the following formula:

- 40% Number of UG and PG students taught (including TPG students)
- 10% Number of degrees granted
- 30% Funded UGC/RGC research projects
- 10% Funded non-UGC/RGC research projects
- 10% Performance in the 2014 RAE*

**Note that the upcoming RAE 2020 will require submission of four research outputs published between October 1, 2013 and September 30, 2019. Books are treated as two outputs.*

We have discussed the implications of this new budgetary model at the School Board this fall and in a Divisional meeting. In light of the emphasis on student credit hours taught and funded UGC/RGC projects in the new model, it is important that we redouble our efforts to teach classes that attract large numbers of students and submit successful applications to the RGC and UGC.

The purpose of this letter is to share feedback from the annual faculty merit review process, which includes assessment by the division's Merit Salary Review Committee, followed by consultation between the Division Head and the Dean of the School of Humanities and Social Sciences.

Please note that this letter should be distinguished from the annual compensation letter that you have already received from the Human Resources Office dated 28 Sept 2018. I would like to draw your attention to the following caveat from paragraph 9 of the Annual Merit Review Letter Guidelines:

9. While the annual merit review letter is a key part of the assessment of faculty performance, the letter should also explain that since actual salary adjustments also depend on factors as current faculty salary in comparison with department, school, and university peers, along with market conditions, there is no mechanical alignment between the letter from the DH and the annual compensation letter issued by HR.

As such, this letter is based on the Guidelines for Faculty Performance Assessment passed by the University Senate in October 2013. The guidelines include the following features:

- Faculty performance should be evaluated in a holistic rather than mechanical manner based solely on quantitative indicators;
- Faculty performance in the three areas of teaching and education (“teaching”), research and scholarship (“research”), and service will be evaluated according to five levels: Excellent (E), Very Good (VG), Good (G), Satisfactory (S), and Unsatisfactory (US);
- Faculty performance will be evaluated according to self-reported and observed achievements *over a couple of years*, not just activities within a particular year.

With regard to the third guideline, in this year’s merit review process, the Divisional Merit Salary Review Committee (DMSRC), Division Head (DH), and Dean, reviewed faculty performance over the past three years (2015, 2016 and 2017). Appropriate adjustments were made in the areas of teaching and service for junior and newly hired faculty. The remainder of this letter presents a summary of your assessment results, recognizes your achievements, and communicates any recommendations for improvement.

Summary of assessment results:

Teaching: Good
Research: Good
Service: Satisfactory

Teaching: Thank you for supervising a Capstone Project.

Research: We are pleased to see that in 2017 you had a paper accepted for *China Economic Review* which has now been published. Please compare this paper with the ones you have already uploaded to the Research Outputs Submission System to see whether you would like to replace any of them with it.

Service: You were not appointed to any Divisional committees for 2017/18.

Over the next week, Ms Josephine Wong will be in touch with you to set up an appointment so we can meet to discuss this letter and your plans for the upcoming year.

Sincerely,



Cameron Campbell
Acting Head, Division of Social Science

CC/jw/2018MSR_carsten_holz

cc: Provost
Dean of Humanities and Social Science