

ACADEMIC SENATE

Resolution 15/16-07

Procedure:

1. A motion should be typed or hand-printed.
2. A motion should first be offered to the Executive Board for review and advice on editing and parliamentary implication.
3. If changes are necessary, the motion should be recopied on another form. Amendments may be indicated in the margin or on the reverse of this form.

Proposal on Change in Faculty Salary Policies and Practices

WHEREAS, The University of Southern California employs outstanding faculty who should be compensated according to their significant contributions to furthering USC's pursuit of excellence, and

WHEREAS, Schools should use benchmarks to compare USC salaries against peer institutions to ensure USC faculty are compensated at competitive rates, and

WHEREAS, As part of their role in faculty governance, Faculty should have input on benchmarks used to set and adjust salaries, and on salary increases, by providing advice and recommendations to the Deans and the Provost, and

WHEREAS, Benchmarking processes should be structured so that individual salaries are protected and are not made public or known to colleagues, and steps should be taken to ensure no individual salary is revealed directly or indirectly through the process, and

WHEREAS, Many USC schools have exemplary salary practices that should be adopted university-wide, and there are exemplary salary practices used by the Provost that should be better known,

Therefore, Be it RESOLVED, That the Academic Senate recommends that the University adopt the following policies and practices regarding faculty governance over faculty salaries:

Merit Review

- A. Every department or school should use a faculty merit committee to conduct in-depth evaluations of their colleagues and to propose merit ratings to the Dean. All faculty, including full-time and part-time faculty on all tracks, should be evaluated on a schedule approved by the Provost. Depending on the custom of the school, the Faculty Council may serve as the merit committee or will develop a process for selecting and approving a different merit committee. Merit committees may be formed on a school or department level.
- B. Deans should provide a summary report of merit pay-raise outcomes to the Merit Review Committee and the Faculty Council to better inform the merit review process.
- C. Every school should provide an avenue for faculty to appeal their salary determination to the Dean when they believe there is salary inequity, compression, or inversion due to market forces over time.

Benchmarking

- D. Every Dean should periodically seek external benchmarks as points of reference against which faculty salaries may be compared. These benchmarks should be used to help determine the

51 appropriate level of compensation for faculty at every stage, including appointment, promotion
52 raises, merit-pay raises, and adjustments based on salary inequity, compression, or
53 inversion. The benchmark should be based on appropriate external comparisons, such as
54 differentiation by discipline, rank, and track, for both full-time and part-time faculty. The Dean
55 should consult with the Faculty Council in determining what external comparison groups are
56 appropriate and reasonable, understanding that the burden of obtaining of data may vary by
57 discipline.
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- 59 E. Before the Dean proposes annual salaries to the Provost, the Dean should give a report to the
60 Faculty Council of summary data on how the school's salaries compare to the external
61 benchmarks. The Dean or Provost should also review the salaries of faculty in protected classes
62 against their benchmarks and apprise the Faculty Council of the summary results to the extent
63 privacy permits. The Dean should elicit feedback on the salary report, and request input from the
64 Council on remedies when gaps are identified. In providing feedback to the Dean, Faculty
65 Councils should take into consideration each school's budget constraints and competing
66 academic needs.
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- 68 F. Following the consultation with the Dean, Faculty Councils should provide the Dean with a
69 written summary of its assessment and, when warranted, recommendations.
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- 71 G. Faculty Councils should communicate the summary findings of the benchmarking process to
72 their faculty.
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74 **Provost Oversight**

- 75 H. When submitting the annual salary proposal to the Provost for approval, the Dean should report
76 to the Provost all the information shared with the Faculty Council, as well the Council's written
77 analysis to the Dean. The Provost should exercise oversight over each school's benchmarking to
78 ensure that appropriate external benchmarks and the Faculty Council's advice are being
79 appropriately considered, and that USC faculty compensation rates remain competitive with peer
80 institutions, as well as assuring that school budgets are prudently balanced.
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- 82 I. In addition to reviewing and approving all faculty salaries, the Provost should continue to
83 provide faculty with a process to appeal their salary determination based on any perceived salary
84 inequities, compression, or inversion, when faculty are not satisfied with the outcome of the
85 Dean's review.
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88 Resolution Number: 15/16-07

Motion by: Executive Board

89 Date: April 13, 2016

(No second required when moved by committee)

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91 To be presented at the Senate meeting on April 20, 2016
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93 Action taken: Passed Unanimously
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