

**MEMORANDUM**

To: USC Faculty

From: Ginger Clark, President of the Academic Senate

Date: June 27, 2016

Subject: Senate Faculty Affairs and Salary Summary



If USC is going to achieve the ambitious goals set forth by President Nikias, it will only do so if all of its faculty thrive. I believe the Academic Senate made tremendous strides over the past 12 months in improving conditions for our tenured and tenure-track faculty, and our full-time and part-time teaching, research, practitioner, and clinical non-tenure-track faculty (now denoted *RTPC* faculty).

During the past year, the Senate looked deeply into issues related to faculty merit pay and salary benchmarking. The Senate passed a resolution calling for the following: Faculty merit review committees, with clearly defined processes, including final merit summary reports from the deans; consultation between the faculty councils and the deans on choosing appropriate salary benchmarks for all faculty; inclusion of faculty council recommendations on benchmarking in the deans' annual salary report to the provost; regular communication to their schools' faculty from faculty councils about the benchmarking process; provost oversight over each school's salary and benchmarking processes; and, transparent processes for faculty to request a dean's review of their salary for any perceived salary inequity, compression, or inversion due to market forces over time, as well as provost review if faculty are not satisfied with the outcome of the dean's review. These recommendations were agreed to by the administration and many have already been implemented for the current compensation cycle. This result demonstrates the power of faculty governance at USC.

Along with issues that affect all faculty, such as salaries, it is also clear that each of our faculty groups has unique needs. Therefore, the Academic Senate thought it wise to adopt a three-arm faculty affairs committee model, and that structure is now in place. In addition to a long-standing subcommittee for *RTPC* faculty issues, going forward there will now be standing faculty subcommittees for tenured and tenure-track faculty issues and for part-time-specific *RTPC* issues. Thus each group of faculty will have a working group to address issues unique to each of their experiences, with a clear path of communication to the Academic Senate's Executive Board and to the entire Senate.

The structure for the Tenured and Tenure-Track Faculty Affairs Committee was created late this year and will begin its work next year. This new committee will launch under the leadership of President-Elect Paula Cannon. I hope that the tenured and tenure-track faculty will let their Academic Senate representatives know which issues are of greatest concern.

For RTPC faculty, the Academic Senate passed a resolution to change the group designation used for non-tenure-track faculty from identifying them by something they are *not* (i.e., non-tenure-track faculty) to identifying them by something they *are* (i.e., research, teaching, practitioner, and clinical faculty). This point was amplified by President Nikias in his annual faculty address, so as to more appropriately recognize the expertise and contributions of this important group of faculty. The Academic Senate also sent a memo to all faculty councils requesting that they examine their schools' RTPC tracks and titles, and the policies governing who is eligible for these, to determine if they are still relevant to the current culture and practices within their school.

For part-time RTPC faculty specifically, this year the Academic Senate, recognizing the valuable role these faculty play, encouraged faculty councils to better include part-time faculty in governance structures within the schools, and created a permanent Senate Committee on Part-Time Faculty Affairs. The Committee helped to craft a resolution recommending practices to be used by the university in the areas of part-time faculty hiring; inclusion; support and surveys; contracts, compensation, and benefits; job security; and governance. This resolution went through multiple reviews and iterations by faculty councils across the university. The final resolution was one the Senate thought most useful for all our schools.

The Academic Senate also led changes to the Faculty Handbook to eliminate distinctions between tracks of faculty when a given policy applies equally to all faculty. The term "tenured" will continue to be used as a term of distinction noting the honor bestowed upon those who have earned it, and where it is necessary to distinguish specific applicable policies.

Attached, you will find the various resolutions and memos pertaining to the Academic Senate's work on these issues. It has been heartening to see how much the administration has responded to these efforts, and how they worked with the Senate to move us toward our goal of being a place where every faculty member's contribution is valued and supported.