

Draft 4/18/2021



FACULTY HANDBOOK

RATIONALE FOR PROPOSED AMENDMENTS IS GIVEN IN COMMENTS.
SEVERAL CHAPTERS AND SECTIONS HAVE BEEN REARRANGED IN A
MORE LOGICAL SEQUENCE.

IN MANY SECTIONS THERE IS EDITING TO IMPROVE CLARITY.

NOTE: CHAPTERS 6,7,8 ARE NOT ADDRESSED IN THIS REVISION: THAT
WORK IS UNDER WAY.

MENTIONS OF HE/SHE OR HIM/HER WILL BE EDITED TO BE NON-
BINARY.

UPDATING OF THE TABLE OF CONTENTS IS IN PROCESS.

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2-A ADMINISTRATION

Policies and practices of the University derive from the total body of the University’s charter provisions, bylaws, Board of Trustees resolutions, and Presidential directives by which the corporate staff is guided, as well as by policies and regulations initiated or recommended by the Academic Senate, the Provost’s Council, the Staff Assembly, and the Student Senate, as approved by the President.

2-A (1) Board of Trustees

The University of Southern California is a private corporation governed by a self-perpetuating Board of Trustees not to exceed fifty-five members.¹ The organization and operation of the Board of Trustees are described in the Bylaws of the University, a copy of which is available at: https://boardoftrustees.usc.edu/files/2021/03/1-Bylaws-of-USC-as-amended_March-10-2021.pdf.

2-A (2) The President and Other Officers of the Corporation

(a) The Board of Trustees elects annually the officers of the corporation including the Chairman of the Board; the President of the University; Provost and Senior Vice President, Academic Affairs; Senior Vice President, Administration; Senior Vice President, Finance and Chief Financial Officer; Senior Vice President, Human Resources; Senior Vice President, University Advancement; Senior Vice President, University Relations; Senior Vice President and Chief Communications Officer; Senior Vice President, Health Affairs; Senior Vice President and General Counsel; and Secretary of the University.

(b) Under the administrative structure of the University, all units of the University report directly or indirectly to the President. Among the President's responsibilities enumerated in the Bylaws of the University are the nomination of officers of the corporation (other than the Chairman of the Board); the selection of academic staff; academic programs and fiscal programs; and the enforcement of all rules and regulations of the University.

2-A(3) Academic Organization

2-A (3)(a) Academic Deans and Directors

(1) Academic deans and directors are appointed for no longer than a stated expected term (normally five years), and may be reappointed following an appropriate review and evaluation, all subject to section 6.4 (c) of the Bylaws and subject to section 2-A (3)(d) below.

(2) Appointments and reappointments of deans and directors are to be done in consultation with the faculty.

2-A (3)(b) Chairs or Directors of Academic Units

The chair or director of an academic unit shall be a tenured faculty member unless the Provost authorizes otherwise. If the chair or director is untenured, then the Dean will designate a tenured faculty member to deal with all tenure-related issues. He or she is appointed for no longer than a stated expected term

¹ In accordance with Board resolutions, the Board intends to set the authorized number of Trustees at thirty-five as of December 31, 2022.

(up to five years), but without prejudice to reappointment by the procedures as described below, all subject to section 6.4 (c) of the Bylaws, and subject to section 2-A (3)(d) below.

Chairs or directors of academic units are appointed by the dean, with authority delegated by the President through the Provost, following full consideration by all faculty eligible to vote in the unit. The chair or director is appointed by the dean, following selection by (1) election by all faculty eligible to vote or (2) thorough consultation with the faculty of the department and of related departments. Appointments will normally be in conformity with department members' judgments. If, in extraordinary circumstances, conformity is not reached after such consultation and consideration, the dean shall consult with the Provost, who shall have the full and separate reports and recommendations of the departmental faculty, prior to decision, and will provide the dean and faculty the rationale of the decision.

2-A (3)(c) School Academic Administrators

Other school academic administrators (such as institute directors, department vice chairs, and section chiefs) also are appointed for no longer than a stated expected term (up to five years), but without prejudice to reappointment following an appropriate review and evaluation, all subject to section 6.4 (c) of the Bylaws and subject to section 2-A (3)(d) below.

2-A (3)(d) In General

Deans, chairs, and other school academic administrators do not have tenure in office; they serve at will, and their appointments may be terminated by the President or his or her delegate with or without cause. Tenure as a faculty member is a matter of separate right.

2-B FACULTY

2-B (1) The Faculty Assembly, Academic Senate and Faculty Councils

The faculty at large constitute the Faculty Assembly. The membership of the Faculty Assembly consists of all full-time and part-time faculty members (tenure and tenure-track faculty; research, teaching, practitioner, and clinical faculty, and librarians) and those who have retired from these positions. When convened in a general meeting, or acting through referendum, the Faculty Assembly is the ultimate body for determining faculty positions on academic and University issues. It usually acts through its representative bodies, the Academic Senate and the school Faculty Councils, to debate issues and express faculty opinion to the University administration.

The Constitution of the Academic Senate describes the goals of these faculty bodies as follows:

The primary purpose of the Faculty Assembly, the Academic Senate, and the school faculty councils, is to contribute to the intellectual vitality of the University, to faculty governance, and to the faculty environment. They are forums for faculty decision-making, and are the voice of the faculty in the making of university policy and the consideration of academic issues. They strive to safeguard academic freedom, full academic due process, and the tenure system. They also determine positions on faculty status, responsibilities and welfare, other important institutional issues, and any and all issues pertaining to the wellbeing of the faculty and the University.

2-B (2) The Academic Senate

According to its Constitution, the Academic Senate "is the representative body of the faculty at large for university-wide issues." The Senate is described in the University Bylaws as follows:

9.4 Academic Senate The Academic Senate, as from time to time elected or designated by the faculty, shall be a deliberative and consultative body, with power to make studies, reports, and recommendations to the President of the University in any and all matters pertinent to the well-being of the faculty.

2-B (2)(a) Academic Senate Constitution and Bylaws

The complete text of the Constitution of the Academic Senate, which sets forth the purposes and organization of the Faculty Assembly, the Academic Senate, and the school Faculty Councils, is available at the Senate website (<https://academicsenate.usc.edu/documents/constitution/>).

The text of the Academic Senate Bylaws is also available at the Senate website, (<https://academicsenate.usc.edu/documents/bylaws/>).

The Academic Senate Constitution describes the Academic Senate as a body that shall, among other responsibilities,

seek to enhance the University's intellectual vitality..., be the voice of the faculty in making university policy..., carefully monitor University issues..., [and] strengthen faculty participation in governance.

The Senate especially concerns itself with the processes by which major University decisions about personnel and academic policy are made, with a view to obtaining and disseminating information about such decision-making.

Faculty members who accept their election to the Senate declare their individual commitment to work through it for the realization of these goals.

2-B (2)(b) Officers and Executive Board

As is provided in the Senate Constitution, the University-wide executive officers of the faculty are the President of the Faculty, the Academic Vice President, the Administrative Vice President, and the Secretary General. The President of the Faculty presides as chief executive officer of the Faculty Assembly, the Academic Senate, and the Executive Board. The Executive Board serves as the channel of communication between the Academic Senate and the administrative officers of the University and may act for the Senate between meetings, if there is urgency.

2-B (2)(c) Members

Voting members of the Academic Senate are the President of each Faculty Council, any additional delegates from the Councils as specified by the Senate Bylaws, the executive offices of the faculty, and members at large of the Executive Board. Non-voting members are the chairs of faculty committees and, if authorized by the Bylaws, representatives of other university organizations.

2-B (3) Faculty Councils

The faculty of each school have established an elected council to participate in the governance of the unit and the University. The elected faculty President of each school's Faculty Council represents it as a member of the Academic Senate, as do additional delegates as designated by the Senate Bylaws with regard to the size of the academic unit.

See the Constitution of the Academic Senate, Article II, Purposes and Roles, and Article V, School Faculty Councils.

(<https://academicsenate.usc.edu/documents/constitution/>)

2-B (4) University and Senate Committees

Provision is made in the University Bylaws and in the University's current practices for a variety of bodies whose powers and duties are delegated by the President and are subject to the Bylaws and to the powers of the Board of Trustees.

2-B (4)(a) University Committees

(1) A system of University Committees is defined in the University Bylaws.

(2) University Committees advise the President and work closely with those administrative offices and units of the University most directly related to the responsibilities of the committee. Where appropriate, reports of University Committees are reviewed by the Academic Senate.

(3) Members of University Committees are selected by the President upon nomination by the Academic Senate and others. The Senate acts through the Executive Board. Members of some committees are jointly selected by the University and the Academic Senate.

2-B (4)(b) Academic Senate Committees

Academic Senate Committees are established by the Senate, with members and chairs selected by the Executive Board from the membership of the Faculty Assembly or others. Committees report semi-annually to the Executive Board with reports forwarded to the Senate for action or publication.

The Executive Board works to coordinate University and Senate committee selection and membership.

2-B (5) The Faculty Handbook

(1) The Faculty Handbook will be made available to the entire faculty at the University web site. Printed copies will be supplied to the offices of the Provost and the Academic Senate.

(2) The Senate has authority, derived from the University Bylaws, to make recommendations to the President in any and all matters pertinent to the well-being of the faculty, and therefore may propose any Faculty Handbook amendment it decides to endorse.

(3) The rules in the Faculty Handbook are intended to be applied reasonably in light of their purposes.

(4) Any proposed Faculty Handbook amendment submitted for Academic Senate consideration will be reviewed by the Senate Handbook Committee and the Executive Board, which will work with the Provost's representative in a process designed to lead to a joint formulation by faculty and administration. As part of this process, the Handbook Committee should seek other views and information, and the Provost's representative should seek views and information from relevant university offices. The rationale and text of a proposed amendment that is recommended to the Senate by the Handbook Committee and the Executive Board will be circulated to Senate members in advance of a scheduled Senate meeting. Senate members are requested to submit suggested revisions for the proposed amendment to the Handbook Committee and Executive Board so that these can be considered in advance of the scheduled Senate meeting. Any proposals to revise an amendment, which are endorsed by the Senate without prior joint formulation, will be reviewed as provided in the first sentence of the paragraph. Subject to the University Bylaws and policies established by the Board of Trustees and the Trustees' delegation of authority to the President, a joint formulation endorsed by the Senate and adopted by the President of the University will be incorporated into the Faculty Handbook.

(5) The Board of Trustees has specifically affirmed its endorsement and support of a collegial process of consultation and review in the development of amendments to the Faculty Handbook. The Trustees' policy in this regard states:

The Board of Trustees endorses and supports a collegial process of consultation and review in the development of amendments to the Faculty Handbook. This process must include, at a minimum, the Academic Senate and Provost's Council, and may also include representatives of other university constituencies which might be affected by such amendments. To be sure, any amendments that are endorsed by the Academic Senate and approved by the President will be incorporated into the Faculty Handbook. However, the University Bylaws make it clear that the Academic Senate is strictly advisory with respect to the President. Thus, in the context of a collegial process of consultation and review, the policy of the Board of Trustees has been and continues to be that the President bears the final authority and responsibility for amending the Faculty Handbook.

(6) Whenever in the Handbook "days" are mentioned, it means calendar days, unless working days are expressly stated. "Renewal" means the same as reappointment. A multi-year "appointment" is a multi-year contract at the core salary specified, subject to the provisions on mid-contract termination in Section 4-G.

Chapter 3 Faculty: Academic Practices and Policies

Chapter 3. FACULTY: ACADEMIC PRACTICES AND POLICIES

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3-A FACULTY COMPOSITION

The University Bylaws define the faculty of the University of Southern California as follows:

9.2(a) Composition. The University Faculty shall consist of the President of the University; the Provost and Senior Vice President for Academic Affairs; Academic Deans and Directors; and members of the teaching and research staffs holding titles including the following terms: Professors, Associate Professors, Assistant Professors, Instructors, Lecturers (but not Assistant Lecturers) and Librarians.

The faculty consists of those properly appointed members of the teaching and research staffs holding these faculty titles, whether or not tenured or tenure-eligible, whether full- or part-time. However, academic staff as listed in section 4-B (2)(h) are not designated as faculty.

3-B FACULTY RIGHTS AND RESPONSIBILITIES

3-B (1) Academic and Professional Freedom

The University adheres to national standards and procedures concerning academic and professional freedom, academic tenure, and full academic due process. Chapter 4, Faculty Appointments, Promotions and Tenure; Chapter 7, Faculty Grievances; and Chapter 8, Faculty Dismissals, provide the details as to how this adherence is made specific.

3-B (1)(a) Academic Freedom

The University of Southern California exists for the common good, not to further the interest individual faculty members or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom protects all faculty, of every track and every rank, full-time and part-time, and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.

Faculty members are entitled to full freedom in research and the publication of research results. Faculty in the visual and performing arts are equally entitled to academic freedom in their work. Academic freedom in research embodies four basic principles. The first of these is the critical importance of freedom of inquiry to the academic community. The University does not presume to impose limits on the freedom of the faculty in the choice of fields or methods of inquiry, and cannot allow outside agencies to do so. The second principle, closely linked to the first, is the importance of unrestricted scholarly dissemination of the results of research. Scholarly publication or other means of access by interested persons to such results, normally including underlying data and procedures or analysis as well as final results, are essential elements in the progress of knowledge. Similarly important is the third principle, that of open identification of the actual sources of funding for all sponsored programs. The University must be free to disclose the existence of a project, the general nature of the inquiry, and the level and duration of funding as well as the identity of the sponsor. Finally, the fourth principle involves the University's recognition and protection of the legitimate rights of an outside sponsor, especially in terms of patent issues or possible disclosure of proprietary information. Thus, the University may grant to a sponsor the privilege of review or temporary delay of publications. Academic freedom in research is subject to adequate performance

of other academic duties and subject to the limited exceptions stated in Section 5-B(2), but research and consultation for pecuniary return shall be in accord with University policy.

Faculty members are entitled to freedom in the classroom in discussing their subject; to the corollary responsibility to state the truth as they see it; and to the exercise of critical self-discipline and judgment in using, extending, and transmitting knowledge. Faculty members are citizens, members of learned professions, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As educational officers, they should remember that the public may judge their profession and the University by their utterances. Hence, they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the University.

Just as the University is committed [through the policies on Equal Opportunity and Title IX](#) to securing for its students, faculty and staff a safe educational and work environment free of harassment, it is equally committed to maintaining academic freedom as declared in this section. Our academic community also recognizes that when harassment is committed against students or faculty it threatens their academic freedom. The University recognized that students are exposed to thought-provoking ideas as part of their educational experience, and some of these ideas may challenge their beliefs and may lead a student to claim that an educational experience is offensive. ~~Therefore~~ Allegations of harassment that arise in the educational context will be considered in keeping with the University's commitment to academic freedom. The educational experience may include, for example, lectures, dialogues, assigned materials, and student assignments, and visual or written material as well as speech. The faculty member should carefully consider the class climate and ground rules around academic discourse, so that student learning is promoted but students are not unreasonably exposed to potential ~~conditions in which harassment could easily arise.~~

3-B (1)(b) Professional Freedom

Professional freedom is inherent within the concept of academic freedom and denotes the right of a faculty member to select those approaches to the development and exercise of professional competence and those allocations of time and place for alternative functions and commitments as appear best fitted for this purpose.

Professional responsibility is a corollary of professional freedom. The faculty member owes responsibility to the standards of his or her discipline, professional

and faculty colleagues, students, educational institution, and the community at large.

3-B (2) Academic and Professional Responsibilities

Although various groups contribute in different ways to the University's well-being, it is the faculty who preeminently create and enhance the scholarly excellence of the University. Their importance to the intellectual life of the University and the community at large confers on them, individually and collectively, certain responsibilities to the institution, to their students, and to their respective disciplines, in line with the University Code of Ethics. Consequently, faculty academic status and matters related thereto are primarily a faculty responsibility. This includes appointments, reappointments, decisions not to reappoint, promotion, the granting of tenure, and dismissal.

The faculty's role on curriculum is set out in the University Bylaws as follows:

9.3 Courses of Instruction. The courses of instruction in the several schools and colleges shall be prescribed by their several faculties, on the recommendation of the appropriate faculty committee and subject to the approval of the President of the University.

3-B (2)(a) Activity Profile

Faculty discharge these responsibilities through teaching, research, and service. The average activity profile of a full-time tenure-track or tenured faculty member is approximately 35-45% each of teaching and research and 5-15% of service. (Some schools prefer to express the average profile as 3/9 – 4/9 each of teaching and research and 1/9 of service.)

Although actual percentages may vary depending on the needs of the faculty member's academic unit, it is expected that each tenured and tenure-track faculty member will make a significant contribution in each of the three areas of responsibility, except that a research-only profile for a tenured or tenure-track faculty member may be established, only on a temporary basis and only with the Provost's approval.

Teaching-track, research-track, clinical-track, practitioner-track, and librarian faculty will have a different activity profile depending on the needs and expectations of the academic unit in which they serve.

The specific nature of a faculty member's teaching, research, and/or clinical service to the University may be adapted in accordance with the demands of the specific academic unit, or the terms of a particular faculty member's established profile, or both. The activity profile should be established through consultation between each faculty member and the dean or chair of the academic unit.

Faculty members may pursue other professional activities, in accordance with University conflict of interest policies, as long as these endeavors do not detract from the faculty member's responsibilities to the University.

3-B (2)(b) Teaching

Teaching includes classroom and other instruction of undergraduate, graduate, and professional and post-graduate students, academic advising, preparation, librarianship, and the direction of research. Faculty are expected to meet their classes, be accessible to their students through regularly scheduled and sufficient office hours, and provide grading of student work in a timely fashion. Each class is to be provided with a syllabus outlining goals, the course schedule, readings, requirements for research papers, a timetable for examinations, the method and criteria for grading, and the means by which students can contact the faculty member outside the classroom. Students in all classes, labs, and discussion sections should be given the opportunity to provide evaluation and suggestions through anonymous course assessment forms.

Faculty are expected to teach courses that have been assigned to them by the department chair, including mid-semester changes if needed. Assignments will be made after consultation with department faculty, on the basis of departmental or school needs.

It is very important that students receive the instruction to which they are entitled and, except very rarely, from the instructor of record. In case of faculty absence, it is incumbent on the faculty member to provide appropriate class coverage, subject to the review of the chair or dean, as requested. Absences of two consecutive weeks or more require the faculty member and the chair or dean to provide a written plan for the discharge of individual faculty responsibilities, with notice to the Provost.

3-B (2)(c) Mentoring

Mentoring is an important component of faculty responsibilities. Depending on the discipline, the research effort involves the supervision and mentoring of undergraduate students, graduate students, other faculty, and those occupying post-doctoral or other research positions. Such mentoring is also part of a faculty member's teaching effort. Mentoring of junior faculty is a significant service responsibility of senior faculty members.

3-B (2)(d) Clinical Responsibilities

Faculty in a clinical department are expected to perform clinical responsibilities that have been assigned by the department chair, after consultation with the affected individual. If requested, there will be consultation within 30 days with a standing or ad hoc department faculty committee, appointed by the dean and including an observer from faculty council. Such clinical assignments shall be made on the basis of departmental needs.

3-B (2)(e) Research and Artistic Work

Faculty are expected to engage in high quality, continuing research of a type appropriate for the field, discipline, or interdisciplinary area. Typically, the product of the research effort is publication or its counterpart in the visual and performing arts (performances, exhibitions, and the like). Similarly, depending on the field or discipline, research can require considerable effort in the writing of proposals or related endeavors to acquire outside funding as may be needed to conduct a faculty member's research. Participation in conferences, professional societies, and peer review panels are common activities. Ultimately, the results of research and artistic work are expected to contribute to the faculty member's national or international reputation.

3-B (2)(f) Librarianship

Faculty who are full-time librarians have a primary responsibility of excellent librarianship. This includes serving the library and information needs of faculty and students, and supporting the mission of the University and the goals of the libraries. Professional growth and development is an additional responsibility. The individual's activity profile may also include teaching, research, and service as defined by the needs of the appropriate library or assigned by the Dean.

3-B (2)(g) Service

Service includes effort on committees and other activities at the departmental level through the University level. Depending on the field or discipline, this effort may include work outside the University. The responsibility to share in the management of the academic enterprise through service on University committees rests on all faculty, of every track and every rank, full-time and part-time, understanding that in elections and appointments the wishes, expertise, and other time commitments of the individual will be taken into account.

3-B (2)(h) In General

Teaching, clinical, and service assignments shall not be made for discriminatory, arbitrary, capricious, or retaliatory reasons. Claims that assignments violate this or any other provision of the Faculty Handbook, other University policies, or provisions of law are subject to review through the grievance procedure. However, contested teaching, clinical and service assignments shall be performed pending any review.

3-B (3) Additional Policies and Resources

3-B(3)(a) There are numerous University and school policies at USC that list faculty rights and responsibilities. To help faculty in identifying those policies, this section lists some of the locations where those policies can be found. However, faculty should be aware that this list is not comprehensive. Other rights and responsibilities are described elsewhere in this Handbook, in various University, school, and medical enterprise documents, and on various USC websites. Some policies apply only to certain groups of faculty, including those with clinical assignments and those performing research. A non-exhaustive index is provided below for convenience.

General

- 3-B (2), Academic and Professional Responsibilities
- Policies, <https://policy.usc.edu>
- Office of Culture, Ethics and Compliance, <https://ooc.usc.edu>
- Who do I call if?, <https://ooc.usc.edu/who-do-i-call-if/>
-

Conflicts

- 3-G, Personal Conflicts of Interest, and 6-I, Consensual Relationships
- 3-I Outside Activities of Faculty Members and Conflicts
- 3-I, Professional and Business Conflicts of Interest, <https://policy.usc.edu/conflict-of-interest/>
- 3-I(1) Conflicts of Interest
- 3-I (2), Conflicts of Commitment and Absences
- 3-I (3), Outside Consulting, Research, and Practice, and <https://policy.usc.edu/research-conflict-interest/>
- 3-I (4), Outside Appointments and Educational Work
- 3-I (5) Endorsements
- 3-I (J) Candidacy for Degrees
- Fundraising Coordination, <https://policy.usc.edu/fundraising/>

Discrimination, Harassment, and Retaliation

- Definitions of Prohibited Conduct, Policy on Prohibited Discrimination, Harassment, and Retaliation, <https://policy.usc.edu/discrimination/>
- 6-G Additional Standards of Conduct

Teaching

- 3-C, Responsibilities to Students
- Courseware, <https://policy.usc.edu/courseware/>;

Research

- Research Policies, <https://faculty.usc.edu/scholarship/policies/>
- Research: Ethics & Compliance, <https://research.usc.edu/policies/ethics-compliance/>
- Office for the Protection of Research Subjects, <https://oprs.usc.edu/>;
- Guide to Research, <https://ooc.usc.edu/research-compliance/guide-to-research/>

- Scientific Misconduct, <https://policy.usc.edu/scientific-misconduct>;
- Intellectual Property, <https://policy.usc.edu/faculty/>. Including duty to disclose
- Conflict of Interest in Research, <https://policy.usc.edu/research-conflict-interest/>;

Healthcare Professionals

- Relations with Industry, <https://policy.usc.edu/industry-relationships/>, including duty to disclose

Culture, Ethics, and Compliance

- Code of Ethics, <https://policy.usc.edu/ethics>
- University Culture and Ethics, <https://policy.usc.edu/university-culture-and-ethics/>;
- Office of Culture, Ethics and Compliance, <https://ooc.usc.edu/>
- Compliance, <https://policy.usc.edu/admin/compliance/>
- Cooperation with Compliance Investigations, <https://policy.usc.edu/cooperation-with-compliance-investigations/>.

Health and Safety

- COVID-19 Resource Center, <https://coronavirus.usc.edu/>
- Illness and Injury Prevention Program, <https://policy.usc.edu/injury-prevention/>.
- Environmental Health & Safety, <https://ehs.usc.edu/>
- Hazard Communication Program, <https://ehs.usc.edu/files/USC-HazComm-Program.pdf>

Grounds for Dismissal and other sanctions

- Section 8-C's first sentence – listing neglect of duty, incompetence, violations of academic freedom, misconduct, dishonesty, unmanaged or unreported conflict of interest, and moral turpitude – identifies fundamental shortfalls in faculty obligations, which may provide grounds for dismissal or other sanctions.

3-B (4) Contractual Conditions

Contracts or letters shall be issued to all faculty, by the appropriate University officer, specifying academic rank and title, salary, any change in tenure status, starting and ending dates for all appointments, and any change in the Tenure Decision Date (where appropriate). Any other conditions or limitations of employment also shall be given or incorporated by reference.

The President shall issue annual contracts or letters to all full-time faculty, as well as those faculty with part-time duties accorded full-time-equivalent status for University policies including benefits eligibility. The Provost or deans shall issue contracts or letters to all other faculty giving the title, salary, and terms of the appointment.

No individual is considered to have faculty status unless the President, Provost, or dean has signed a written contract or letter for that employee specifying a faculty title and other applicable conditions of the Handbook are met; however, academic staff - as listed in section 4-B (2)(h) are not designated as faculty.

Whenever possible, contracts or letters shall be issued and delivered to all continuing faculty by the date of University Commencement.

3-B (5) Periods of Service

Except for academic recess and University holidays, unless agreed otherwise by individual contract, the period of service for academic year faculty is from August 16 through May 15 of the following calendar year and the period of service for fiscal year faculty is from July 1 through June 30 of the following calendar year.

In the event of emergency circumstances that severely disrupt the University's regular operations, after consulting with the academic units and the Academic Senate, the Provost may temporarily move the dates of the period of service for academic-year faculty and faculty on one-semester contracts as long as doing so will not adversely affect the academic experience of the students, adversely impact faculty compensation for that semester, or result in academic-year faculty working more than a total of nine months that academic year.

If the Provost grants special permission a newly-appointed academic year faculty member may begin the appointment before August 16 (on or after May 16 of the previous summer), and if the Provost grants special permission an academic year faculty member who is not returning for the following year may retain appointment beyond May 15 (up to August 15), with compensation arrangements as agreed in each case.

3-C COMPENSATION

3-C (1) Pay Schedule and Payroll Information

It is the policy of the University to make payroll schedules and information readily available to faculty members, and update them regularly. Current payroll information is posted at the University Comptroller's website, (<https://comptroller.usc.edu/payroll-services/>). The website provides up-to-date information on required paperwork pertaining to payroll information for appointments, elections, deductions and terminations.

3-C (2) Compensation: Components and Changes

3-C (2) (a) Compensation Components

Total University salary (a) includes *core salary* based on a nine-month academic year or a twelve-month fiscal year period of service (or other period based on individual contract) and (b) can also include *supplementary salary* or *stipends*, which are set for a fixed period (one year at a time, unless a different period is specifically stated by contract.)

- *Supplementary Salary for Summer Teaching.* Members of the full-time faculty are given first option to teach courses offered by their departments during the Summer Session. Full-time faculty on academic year appointments may receive up to 3/9 of their core pay from non-grant funds during the summer months, subject to the approval of their dean.
- *Supplementary Salary for Summer Research and Other Sponsored Activities.* The United States government and some private agencies do not permit extra compensation or overload payment during the academic year on grants or contracts. No overload payment is permitted for research by faculty with fiscal year period of service. For faculty with academic year period of service, grants and contracts may provide for additional earning during the summer at the same monthly rate as during the academic year. Payment for more than 11 months service for academic year faculty is permitted if authorized by the awarding agency, and the arrangement should be included in the proposal to the government or private agency concerned.
- *Extra Compensation:* Subject to the approval of the Provost, full-time faculty members on academic year- or fiscal year- appointment may receive supplementary salary, administrative stipends, and other non-core salary.
- *Institutional Base Salary:* Institutional base salary includes core salary, supplementary salary, administrative stipends and other non-core salary, as established annually by the Provost.

3-C (2)(b) Compensation Changes

Merit-based increases in core salary of continuing active faculty are considered annually as part of the salary setting process. University policies and guidelines deal with the merit evaluation of faculty, including the participation of a faculty committee.

No cuts in the contractual University core salary of continuing active full-time tenured faculty members or continuing active full-time untenured faculty members during the term of an existing annual appointment or a contract shall be made except by the Provost and then only

- for bona fide financial reasons short of financial exigency, pro rata applying an equal percentage to all continuing active full-time tenured and untenured faculty in the school or
- as determined by the Committee on Professional Responsibility under Section 6-D. These cuts are not to exceed 10%, for adequate cause (as defined in the first sentence of Section 8-C), not necessarily serious enough to warrant dismissal. In each case, the cut will be subject to annual review. This paragraph does not override provisions on reduction in salary elsewhere in the Handbook, or
- in accord with contractual terms or express agreement with the faculty member

3-D LEAVES OF ABSENCE

3-D (1) General

Faculty may take of leave of absence for various reasons. This section describes some of the different type of leaves. Additional details on policies pertaining to leaves, including some types not listed here, are available on the University Policies website, (<http://policy.usc.edu>). Among other things, these policies explain medical leave, school activities leave, military leave, voting leave, bereavement leave, leave for jury duty; payment of disability benefits or University insurance benefits for those on leave. As further detailed on that website, the University provides all leaves required by Federal or state law or city ordinance and provides reasonable accommodations necessary to enable an employee with a qualifying disability (as defined under state and federal law) to perform the essential functions of his or her position, or necessary to enable an employee with a qualifying disability to enjoy benefits and privileges of employment equal to those enjoyed by similarly-situated employees who are without disabilities.

Failure to return to work after one year on leave or absent from duty may be a basis for termination of employment by the President or Provost without formal proceedings, unless the Provost approves an extension. Most types of leave are granted for one semester, or one year as a maximum.

Faculty anticipating a leave without pay should consult the Benefits Office for information about the effect of the leave on their fringe benefits.

Tenure-track faculty who have been granted leave may under certain circumstances request an extension of the Tenure Decision Date, and special provisions are set out in 4-D(1)(e). Requests for extension of the Tenure Decision Date shall be in writing and shall be directed to the Committee on Deadlines and Leaves for its review and recommendation in writing to the Provost on behalf of the President, either prior to the leave or within six months after returning to regular activities. The Committee will not review extensions to

which the faculty member is entitled under 4-D(1)(e), extensions based on a medical leave, and extensions based on legally-protected leaves of absence such as leaves under the CFRA and FMLA.

The ADA/504 Coordinator serves as a resource for information about government and University rules on leaves and benefits and their coordination.

3-D (2) Sabbatical Leave

Sabbatical leave may be granted to faculty members after either six years or six semesters of accrued full-time service at the University. Deans and directors should take into consideration the following factors when making recommendations to the Provost:

- i. A definite and well-defined research or study program must be submitted for approval. A candidate should indicate what the prospects of completion of the project will be.
- ii. Sabbatical leave will be allowed (a) one semester on full salary for each six years of service, (b) one academic year on half salary for each six years of service, or (c) one semester at half salary for each six semesters of service.
- iii. If the faculty member requests based on an exceptional situation, the Provost may approve on a merit basis a more frequent sabbatical leave or more than half salary.
- iv. A faculty member on sabbatical leave should not engage in other activities for remuneration that would intrude on his or her sabbatical research.
- v. The absence of a faculty member should not jeopardize the academic program of his or her department.
- vi. It is expected that the faculty member will return to the University for at least one year after sabbatical.
- vii. A final report shall be provided, if requested, to the dean or director upon the faculty member's return.
- viii. Normally, sabbatical leave is taken immediately following the period of service to which the leave relates. The sabbatical leave privilege may not be accumulated; e.g., after 12 years, a sabbatical of two academic years may not be taken.

Also, the sabbatical should be taken over consecutive academic periods (e.g., fall and spring semesters of a given academic year, or spring semester and fall semester of consecutive years, but not fall of one academic year and fall or

spring of the following academic year). Benefits shall continue during the paid sabbatical.

A department may recommend to the dean exceptions to these policies, however, to facilitate the research or study of the faculty member. The department may also recommend an exception to the dean to meet teaching or other needs of the department, the school, or the University. Such exceptions require approval in writing by the Provost.

This section deals with eligibility of tenured faculty. Eligibility of other faculty is discussed in Section 4-C (2)(b).

3-D (3) Medical Leaves

3-D (3)(a) Medical Leave (UNPAID)

Faculty members who are unable to work due to an illness, injury, or disability (including pregnancy-related disability) may be eligible for an unpaid medical leave. Such individuals may qualify for disability benefits while on medical leave. The Provost may place eligible faculty members on medical leave for the period that they are unable to work. The Provost may place on leave without pay faculty members who are absent for more than two consecutive weeks, whether or not they qualify for disability benefits. Medical leave runs concurrently with all other leave for which a faculty member qualifies. Medical leaves for longer than one year are not regularly available, although the Provost may extend the leave and the University will do so to the extent the law requires. For statutory family care and medical leave (unpaid), see policy.usc.edu.

3-D (3)(b) Absences due to Illness

A tenure-track faculty member who has been granted medical leave may request an extension of the Tenure Decision Date. Such extensions shall be requested in writing and shall be directed to the Committee on Deadlines and Leaves for its review and recommendation in writing to the Provost on behalf of the President, either prior to the leave or within six months after returning to regular activities.

A faculty member who is absent because of illness for a brief period should make arrangements through his or her department chair to see that his or her teaching and other responsibilities are met.

3-D (4) Vacation

Faculty members on fiscal year appointments are entitled to 20 working days annual vacation, at a time agreed upon with the department of appointment so that it does not conflict with faculty responsibilities. The maximum amount of vacation a faculty member on fiscal year appointment can accrue at any time is 35 working days. Faculty members who accrue the maximum amount of vacation are not eligible to earn any additional vacation until that accrued vacation is reduced to below the maximum level.

3-D (5) Personal Leave of Absence (UNPAID)

Unpaid Personal Leave of Absence (also known as Special Leave) may be granted at the discretion of the Provost for faculty members who are not eligible for another type of leave (Sick, Family and Medical, Medical, or Parental Leave). Personal Leave may be granted for one or two semesters and generally may not exceed one year.

3-D (6) Indefinite Leave

Faculty, including tenured faculty, may be placed on what is called "indefinite leave" without duties or pay only as provided by Section 4-E.

3-D(7) Part-time Leave

The Provost may grant a short-term partial leave of absence, one or two semesters at proportionate pay for part-time service, to any full-time faculty member. Faculty anticipating a leave without pay should consult the Benefits Office for information about the effect of the leave on their fringe benefits. Part-time service to accommodate family responsibilities or as a transition to retirement is provided for in Chapter 9. Tenured and tenure-track faculty are otherwise on full-time appointments, see Section 4-B (1), unless extraordinary permission is granted by the Provost.

3-D(8) Leaves to Accommodate Work/Life Balance

The University seeks to assist faculty in balancing their academic commitments and family life. In particular, it is in the interest of both the University and society as a whole that the demands of childbearing and childrearing not discourage talented women and men from pursuing academic careers.

3-D(8)(a) General Provisions for Section 3-D(8)

(1) When this section mentions a "child" that means a biological or adopted child of the faculty member (or of the faculty member's spouse or partner) who lives with the faculty member and is under six years of age. When this Chapter

mentions an accommodation that is available for “child or children,” it is available once no matter how many children.

(2) When this section mentions the “primary caregiver” of a child, that means the parent who has childcare responsibility, if such responsibility interferes substantially with academic responsibilities, and the child is not cared for more than half-time by a spouse, partner or childcare provider, and the parent is the sole caregiver for the newborn or newly-adopted child for half-time during the work week.

(3) When this section mentions “faculty” that includes all benefits-eligible faculty, except where a provision specifically refers to probationary faculty.

(4) When this section mentions “partner” that means Registered Domestic Partner as defined in the Benefits policies (<http://benefits.usc.edu>).

(5) Requests under this section are submitted by the faculty member for the Provost’s decision, and the department chair and dean will have opportunity to comment. When this Chapter uses language like “may request,” or “may approve,” it indicates a possible accommodation that the Provost will consider after receiving the considered comments of the department chair and dean.

(6) When this section mentions that the individual is “entitled,” the right is provided automatically upon proper notification by the individual to the Provost, as long as the notification is accompanied by documentation satisfactory to the Provost.

3-D(8)(b) Parental Leave

A full-time faculty member is entitled to receive a ten-week paid parental leave in connection with the birth or adoption of a child, if the faculty member is the primary caregiver of the child (or will be, immediately following the birth). When this ten-week paid parental leave is taken within a single semester, if the school does not have appropriate teaching assignments available for the remainder of the semester, the faculty member will have no classroom teaching assignments during that entire semester. For the timing of the leave, coordination with other leaves and benefits, and other conditions, see Section 3-D(8)(f) , below. The University observes California’s Pregnancy Disability Leave law.

3-D(8)(c) Family Responsibilities

To accommodate family responsibilities, including caring for a child or an aged or ill relative, the Provost may approve

(1) part-time leave, with reduced duties at proportionate compensation, up to two years.

(2) unpaid leave of absence, up to one year, to run concurrently with any leave provided by law.

(3) modified responsibilities, up to two years, where the faculty member is given special consideration as to assignments of substantial service, large classes, night classes, and new course preparations.

3-D(8)(d) Childcare Responsibilities of Probationary Faculty

To accommodate the special responsibilities of the probationary period with the demands of childrearing, a probationary faculty member who is the primary caregiver of one or more children,

(1) shall be entitled to a half-time leave, with half-time duties at half pay, up to a maximum of two years.

(2) may request, as an alternative to part-time leave, a reduced teaching and service load for up to a maximum of two years (so that there is a total two course reduction or equivalent over that period, including application of Section 9-A), without reduction in pay, subject to the approval of the Provost.

(3) as another alternative to part-time leave or a reduced teaching and service load, may request a limited period of assistance such as provision of a laboratory technician or teaching assistant, subject to the approval of the Provost.

3-D(8)(e) Expectations Concerning Scholarly Productivity

A faculty member's taking of a paid parental leave or an exclusion from the probationary period as provided in this Chapter will not raise the expectations for scholarly productivity on account of the leave or exclusion. This standard shall be applied at the department, school and University level and, at the candidate's request, will be explained in requests to external referees.

3-D(8)(f) Coordination and Conditions of Paid Parental Leave

(1) Leave and benefit provisions under this Chapter are to be fully coordinated with each other and other leave and benefit provisions, so as to avoid duplication. No more than one of the accommodations mentioned in Section 3-D (8)(d) is provided for caregiving for a child or children. It would be unusual to approve an accommodation based on caregiving for a child or children under Section 3-(8)(c) in addition to an accommodation under Section 3-D(8)(d).

(2) Accordingly, paid parental leave will run concurrently with any leave provided by law in connection with the birth or adoption of a child. Similarly, when a faculty member is eligible to receive maternity-related disability benefits or paid family leave benefits while on leave connected with the birth or adoption

of a child, the paid parental leave will run concurrently and supplement the benefits that the individual would be entitled to receive, so as to equal full pay for up to ten weeks.

(3) A faculty member's commencement of any leave or benefit with which paid parental leave is to be coordinated under this Chapter, whether before or after the birth, will be deemed a notification that the member is exercising his or her entitlement to paid parental leave, subject to appropriate documentation satisfactory to the Provost. If a faculty member has commenced paid parental leave but does not exhaust his or her entitlement to ten weeks, subsection (4) applies to the remainder of the entitlement.

(4) The remaining paid parental leave shall be scheduled as mutually agreed between the faculty member and his or her Dean, in situations where the faculty member is not eligible for, or has exhausted, maternity-related disability benefits, leave provided by law, and paid family leave benefits, but has not exhausted his or her entitlement to ten weeks paid parental leave under this policy.

- The Dean's agreement on the scheduling of the parental leave under this subsection (4) will be based on the academic needs of the School.
- In all cases the paid parental leave shall be concluded within one year of the birth or adoption of the child.
- Paid parental leave is not convertible to a cash benefit under any circumstance.

(5) If a second parent is a University faculty member who qualifies as the primary caregiver at some point within the first year after the child's birth or adoption, the second parent to qualify is also entitled to a ten-week paid parental leave, subject to the conditions and coordination stated above, but does not have an entitlement under other provisions of this Chapter.

3-E BENEFITS

The University of Southern California provides extensive benefit programs to benefits-eligible faculty. In addition to benefits required by law, those programs currently include health insurance, dental insurance, retirement benefits, child care, tuition assistance for the faculty member and his or her eligible spouse and dependent children, tuition exchange for eligible faculty children, life insurance and various other benefits.

The particular provisions of each of the above benefit programs are determined by the USC Senior Vice President, Administration after consultation with faculty through the Benefits Committee and the Senate Committee on the Faculty

Environment. Current provisions are available at the Benefits website (<http://benefits.usc.edu>).

3-F PERSONAL CONFLICTS OF INTEREST

3-F(1) Equal Opportunity

Having a family, sexual, romantic or other intimate relationship to a current member of the faculty or staff shall not be a bar to equal opportunity in employment or education for anyone.

3-F(2) Restrictions on Decision-making Authority and Supervisory Roles

At the same time, any faculty member in such a relationship shall take all reasonable steps to avoid a conflict of interest or the appearance of a conflict of interest in his or her USC work that could arise from the relationship.

For example, a faculty member shall not participate in any decision (such as decisions or recommendations concerning initial appointment, retention, promotion, salary, or leave of absence of a member of the faculty or staff, or decisions or recommendations concerning the admission, granting of awards, grading or academic advancement of a student) that involves either a direct benefit or detriment to a person with whom he or she has a family, sexual, romantic or other intimate relationship.

Faculty members shall not supervise or evaluate the work of a USC or affiliated-institution employee or student, or resident or fellow, with whom they have such a relationship. Supervision and evaluation include teaching in-person, online or any other format; teaching or training in a lab, clinic, hospital or the field; grading or evaluating student work; serving as an advisor, examiner, or member of a guidance, thesis or dissertation committee; supervising clinical activity; deciding on or recommending admissions, employment or granting of awards; supervising teaching, research, clinical or other duties in all types of positions; mentoring; having the other person paid from the funds of a grant or contract supervised by the faculty member as principal investigator.

A principal investigator shall not permit a person with whom he or she has a family, sexual or other intimate relationship to be paid from the funds of a grant or contract supervised by the principal investigator.

3-F(3) Prohibition of Romantic Relationship with Supervisees

There is an inherent power differential between faculty and students, and there are also power differentials between faculty and non-students they supervise or evaluate. A relationship may be voluntary in the sense that an individual is not forced to participate against the individual's will, yet it may be unwelcome and therefore result in a claim of sexual harassment or sexual assault. Sexual

relationships between these parties may lack meaningful consent. These relationships may put either party at risk. They can create a perceived lack of /freedom to give meaningful consent about the relationships. The University does not tolerate non-consensual sexual relationships within its work and academic environment.

Because of the power differential, including the inherent power differential between faculty and students, all faculty are prohibited from having an intimate or sexual relationship, even a consensual one, with any person that the faculty member teaches, supervises, or evaluates, including any student, resident, or fellow of the university or an affiliated institution as well as any visiting student, resident, or fellow. Supervision and evaluation are defined in Section 3-F(2) .

Exceptions from the prohibitions outlined in this policy will be granted only in rare circumstances, through the process discussed in Sections 3-F (4) Requests for a Special Management Plan, and 3-F (5) Duty to Disclose.

3-F(4) Request for a Special Management Plan

In an unusual situation, including but not limited to a prior existing family or other relationship, that would otherwise call for a faculty member to supervise or evaluate the work of someone with whom he or she has such a relationship, the faculty member is required to disclose the relationship to the dean or dean's designee, and may continue to supervise or evaluate only if, at the request of both parties, special arrangements are approved by the dean (or the dean's designee) to avoid the possibility of favoritism, such as having an unrelated third party supervise or evaluate the work. The Provost's written permission is also required. The faculty member may appeal the dean's decision to the Provost.

(See also the policies of the Office for Equity, Equal Opportunity, and Title IX, <https://eeotix.usc.edu/report> for procedures for complaints in non-consensual situations.)

To protect privacy, faculty members who recuse themselves from such decisions or supervisory responsibilities are not required to state reasons except to the dean (or the dean's designee) and the Provost.

3-F(5) Duty to Disclose

Section 3-F (4) requires disclosure when that section applies. If a faculty member is in doubt concerning the possibility of a conflict of interest, it is required that the faculty member consult the department chair or dean. A department chair or dean who has similar doubts should initiate discussion with the faculty member; and any other faculty member with such concerns should raise them with the chair or dean, who should take appropriate steps. The

faculty member must seek a decision on what is appropriate in these situations from the Provost, who will make a written record of the decision. Advice may also be sought from the President of the Faculty. Confidentiality shall be protected to the fullest extent possible.

3-F(6) Persons Who Are Not Supervisees

In addition to the prohibition of personal conflicts of interest in Sections 3-F (3) the University strongly discourages sexual relationships and sexual advances between faculty and any students, residents, or fellows, or between faculty and any employees where there is a power differential.

There is an inherent power differential between faculty and students, and there are also power differentials between faculty and non-students they supervise or evaluate. This can create a perceived lack of freedom to give meaningful consent about the relationships.

Faculty and supervisors should seriously consider the risks to their own professional and private lives, as well as those created for the other person before entering into such a relationship. The University strongly recommends that such relationships generally be avoided.

Even a fully consensual relationship may create an exposure to legal risk, as others may be treated less favorably, or may feel they have been treated less favorably, than was the person in the sexual relationship; this may be considered a form of sexual favoritism or special treatment. If the facts establish sexual favoritism or special treatment, that would be a violation of University policy.

If a sexual relationship ends, and a participant finds that future such contact by the former partner is unwelcome, it is highly desirable that he or she give explicit notice to the former partner in clear, unambiguous terms of the fact that the relationship is over and future contact or comments of a sexual nature are unwelcome.

3-F(7) Consulting and Reporting

Sections 3-F (4) and (5) provide for mandatory reporting concerning supervisees.

If a faculty member is in doubt concerning the possibility that a relationship with a non-supervisee, described in Section 3-F (6) may create a conflict of interest, it is recommended that the faculty member consult the department chair or Dean. A department chair or Dean who has similar doubts should initiate discussion with the faculty member; and any other faculty member with such concerns should raise them with the chair or Dean, who should take appropriate steps. Advice in these situations should be sought from the Vice Provost

designated for such purposes by the Provost and from the President of the Faculty. Confidentiality shall be protected to the fullest extent possible.

3-G POLITICAL PARTICIPATION

As citizens, the faculty members of the University have the same rights and responsibilities of free speech, thought, and action as all American citizens. Their position, however, imposes special obligations, such as emphasizing that they are not institutional representatives, and exercising appropriate restraint.

For the protection of both faculty members and the University, faculty members campaigning as political candidates for state or federal offices will do so on their own time. For the period of such candidacy, it is required that they obtain personal leave of absence under Section 3-D (5) or continue work at the University on a part-time basis under Section 3-D (7). Such leave of absence is not a sabbatical leave and, if full-time, is also without pay.

Leave of absence is not required of faculty members who become candidates for or are elected to offices of a temporary or part-time nature, such as a membership on a municipal charter revision commission, delegate to the State Constitutional Convention, a member of a local school board, or a holder of municipal office.

This policy is intended to safeguard the freedom of speech, thought, and action of faculty, and to avoid impairment of the significant contributions they are capable of making toward improved local, state, and federal government.

3-H OUTSIDE ACTIVITIES OF FACULTY MEMBERS AND CONFLICTS

The University of Southern California encourages faculty involvement in outside consulting, research, and professional activities, as well as community service. However, since the primary responsibility of a full-time faculty member is to the University, limits on outside activities must be set. Outside research, consultation, educational work and relationships with industry shall be in accord with the relevant University policies as well as the general policies on conflict of interest and conflict of commitment. Within the limits specified, such activities provide an opportunity for the professional development of the faculty member and the enhancement of the University's impact beyond the classroom and laboratory. However, the facilities and services of the University may not be used in connection with compensated outside effort except to a purely incidental extent, or for appropriate University-determined compensation and in accord with University regulations.

3-H (1) Conflict of Interest

3-H (1) (a) In General

Each full-time faculty member owes primary professional responsibility to the University and shall be alert to the possibility that outside obligations, employment, and financial and professional interests, including those of their close family members or those of anyone with whom they have intimate relationships, can affect their objectivity, decision-making, as well as other responsibilities to the University.

To assist faculty members in understanding possible conflicts of interest or other problems that may develop, and to alert the individual, the department chair, and the University to potential conflict of interest, policies are posted on the University Policies website (<http://policy.usc.edu>).

Conflict of interest and conflict of commitment policies regulate outside activity which:

- is inconsistent with a faculty member's responsibilities to USC , or
- creates a conflict or appearance of conflict with any USC program (including working for another educational or research institution), or
- dilutes USC's academic stature, or detracts from the prestige of the University or the professional stature of the faculty member, or
- unduly impinges on the faculty member's primary responsibilities with the university, or
- takes more than one day a week, on average.

3-H (1)(b) Disclosure of Outside Activities

All outside employment, as well as other outside activities or personal relationships described in the University policy (<http://policy.usc.edu/conflict-of-interest/>), must be disclosed through the "diSClose" online system (<http://disclose.usc.edu>).

If in doubt concerning the possibility of conflict arising from a consulting or other remunerative activity, the faculty member should report it. This responsibility to report continues through the summer and while on leave.

The Office of Culture, Ethics and Compliance serves as a resource for information about government and University policies and regulations regarding conflict of interest. (See also policies posted on the University Policies website (<http://policy.usc.edu>)). This office bears responsibility to collect this information and disseminate it to the deans of the schools and colleges of the University and to other administrative personnel. Thus, faculty members who report to them and who are working on government-sponsored activities are kept abreast of policies and regulations touching upon conflict of interest.

3-H (1)(c) Other Disclosure of Conflicts

In University decision-making (including participating in recommending appointments, promotions, or granting of honors, or service on grievance panels or hearing boards) a faculty member shall disclose to fellow members of a committee making the recommendation, and also to the dean or Provost, any current or previous relationships or circumstances that create the appearance of a conflict of interest (including mentoring, teaching, patient or client, dissertation supervision, or co-authorship.)

3-H (2) Conflicts of Commitment and Absences

(a) Faculty members have a binding obligation to discharge instructional and other regular duties, and performance of these duties may be impaired by any other activity requiring a large portion of time. It is important that students receive the instruction the curriculum envisages and almost always from the instructor of record. For faculty permitted to work remotely, failure to perform remote duties is deemed absence from duty.

(b) Faculty members who belong to professional associations and societies or who serve on scholarly or advisory bodies in their field of expertise will necessarily be absent from duty on occasion, but such absences are subject to the review of the department chair, division head, or dean on how the individual's instructional and other responsibilities will be met. There may be other good reasons, acceptable to the chair or dean that justify brief absences from the faculty member's usual obligations.

(c) For brief absences from campus, or absence from duty for faculty permitted to work remotely, faculty members shall make appropriate arrangements subject to the review of the chair or dean as requested and according to University and school policies, so that absences interfere only minimally with their normal teaching and other responsibilities. (See also policies posted on the University Policies website: (<http://policy.usc.edu>)). For lengthy or frequent periods of absence from duty, however, a faculty member must seek an approved leave (statutory Family Care and Medical Leave, medical, parental, or personal leave of absence) and may qualify for disability benefits. Neglect of duty, in accordance with Section 8-C, may occur if there is excessively lengthy or frequent absence from duty due to illness or other reason, if taken without obtaining an approved leave.

(d) The Provost may place on leave without pay faculty members who are absent from campus, or absent from duty for faculty permitted to work remotely, for more than two consecutive weeks without an approved leave, vacation, or permission from the dean or the dean's designee.

(e) All outside employment, as well as other activities described in the University policy (<http://policy.usc.edu/conflict-of-interest/>) which pose potential conflicts

of commitment, must be disclosed through the "diSClose" online system (<http://disclose.usc.edu>).

3-H (3) Consulting, Research, and Clinical Practice

Many faculty have the opportunity to receive recognition and remuneration through consultation beyond their University employment. The nature of the consulting work should be evaluated in terms of its worth as a scholarly experience and should in no way detract from the prestige of the University or the professional stature of the faculty member. (This is not intended to interfere with general personal or nonprofessional activities of the faculty member.)

The University obligations of faculty members are complex and the degree to which obligations are met cannot easily be ascertained by time records or publications lists. As a result, the University has established limits on the amount of time that normally can be devoted to outside consulting work (in addition to the requirements referred to in subsections (a), (b), and (c) of Section 3-H(1).) A full-time faculty member may not consult more than one day per week on average during the contract period of service.

In rare instances, circumstances may warrant an exception to this policy. Requests should be made prior to the period during which consulting will take place. Approval must be secured from the Provost.

In addition to external consultation, a faculty member may engage in clinical practice for a University-approved faculty practice plan corporation, within the terms of the appropriate school or departmental practice plan and as approved by the dean. Full-time status for purposes of benefits, governance, and applicability of University policies may be extended to such faculty even though the extent of their practice with the practice plan corporation means that the professional services provided directly to the University are less than full-time.

It should always be borne in mind that consulting is a conditional privilege granted by the University. As such, the University is the final judge of the appropriateness of the outside activity and whether it unduly compromises the faculty member's primary responsibilities implicit in his or her contract for full-time employment with the University.

(a) All outside employment, as well as other activities described in the University policy (<http://policy.usc.edu/conflict-of-interest>), must be disclosed through the "diSClose" online system (<http://disclose.usc.edu>).

(b) Compensated external research is subject to (1) the same time limitations as external consultation; (2) the policy of Conflict of Interest in Research (<http://policy.usc.edu/research-conflict-interest/>); (3) the policy on Conflict of Interest in Professional and Business Practices (<http://policy.usc.edu/conflict-of-interest>); and (4) the duty to disclose through the "diSClose" online system (<http://disclose.usc.edu>).

(c) Healthcare providers must also comply with the policy on Relationships with Industry (<http://policy.usc.edu/industry-relationships/>).

(d) For the policies requiring disclosure, and other policies governing newly-created intellectual property, please see the Intellectual Property policy (https://policy.usc.edu/files/2014/02/intellectual_property.pdf) and Important Notices to Inventors (<https://stevens.usc.edu/researchers/important-notices-for-inventors/>). When disclosure of inventions and software is required, it should be made via the online portal "Sophia" (<https://stevens.usc.edu/researchers/what-is-sophia/>).

(e) For requirements concerning foreign and other external research relationships, please see <https://research.usc.edu/2019/04/18/investigations-of-unapproved-foreign-and-other-external-research-relationships/>

3-H (4) Outside Appointments and Educational Work

Faculty members occasionally have the opportunity to receive recognition and remuneration through activity as an educator or researcher with outside institutions while holding a USC faculty appointment. Any faculty member, full- or part-time, may be an educator, or hold a faculty or research appointment, at another institution or enterprise upon the written prior approval of the Executive Vice Provost. This Section 3-H (4) applies also to part-time faculty because of the principle stated at Section 4-B(4)(a) that having instructors who simultaneously teach at multiple academic institutions is not appropriate at USC. All outside employment, as well as other activities described in the University policy (<http://policy.usc.edu/conflict-of-interest/>) which includes educational work, outside research and faculty appointments, must be disclosed through the "diSClose" online system (<http://disclose.usc.edu>).

The criteria to be applied in deciding whether approval will be granted are stated the first paragraph of Subsection 3-H(4)(b).

3-H (4)(a) Process

Faculty should submit a request for advance approval, for work at another college, university or research institution, or instruction or course creation for other outside enterprises. If the individual making the request has a department chair, the request should be submitted through the chair; it then goes to the dean; and the request and evaluation of the request by the chair and dean then go to the Executive Vice Provost for decision. Faculty may seek advice in these situations from the Executive Vice Provost and the President of the Faculty. Department Chairs and Deans can make recommendations, but the decision for approval lies with the Executive Vice Provost. Faculty may appeal the Executive Vice Provost's decision to the Provost.

3-H (4) (b) Criteria

The standard to be applied is whether the outside work may be inconsistent with a faculty member's responsibilities to USC, create a conflict or appearance of conflict with any USC program, dilute USC's academic stature, detract from the prestige of the University or the professional stature of the faculty member or unduly impinge on the faculty member's primary responsibilities with the university.

Examples of situations typically approved are: (1) responding to a request from a peer institution, after identifying the special or emergency needs that occasion their request, and (2) outside teaching where the added value of the corresponding USC offering is clear, and the work does not impinge on the faculty member's responsibilities with the University. Some examples typically disapproved are: (1) outside teaching that largely duplicate a course in the USC curriculum, whether or not currently taught or taught by the individual making the request, (2) outside work that dilutes USC's academic stature, and (3) outside work that interferes with the individual's USC responsibilities.

Activities such as lectures at professional societies, occasional guest lectures, or community activities, that are pro bono or awarded an honorarium, generally do not require approval under this section. Advance approval must be obtained for institutional titles and designations such as principal investigator, honorary professor, and similar titles. Schools shall keep the Executive Vice Provost informed in a timely fashion concerning any concurrent activity as an educator to be done by a faculty member of their unit at other institutions.

3-H (4)(c) Dual Tenure

Faculty may not hold tenure simultaneously at two institutions except with approval of the President.

3-H (5) Endorsements

Any action of a faculty member that might seem to commit the University to an endorsement (e.g., of a business, private practice, product or service, or political position) should be avoided unless expressly authorized in advance by the Provost. A faculty member may state his or her academic position for identification in the media, or as part of a biographical note.

3-I CANDIDACY FOR DEGREES

Faculty members shall not be candidates for degrees in the same department or program in which they have an appointment. In addition, assistant professors on the tenure track should not simultaneously be candidates for degrees anywhere. Individual exceptions may be made only with the approval of the Provost or of a special committee appointed by the President.

Chapter 4 Faculty Appointment, Promotion, and Tenure

Chapter 4. FACULTY APPOINTMENT, PROMOTION, AND TENURE

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4-A AUTHORITY

The University Bylaws provide in Section 6.4 (d) that

The President of the University shall have full power of appointment, direction, and supervision of the faculties and the organization thereof.

The Provost may make appointments and promotions at any rank. The Provost is the only official delegated by the President with the authority to grant tenure, make appointments of associate professors and professors on the tenure-track, or award special designations and continuing appointments. The President may delegate to the deans authority to make other appointments and procedures for those appointments may be abbreviated from the appointment procedures used for senior tenured appointments by agreement between the academic units and the Provost.

4-B FACULTY DESIGNATIONS AND ORGANIZATION

4-B (1) Titles and Modifiers

From time to time updates to the list of Academic Titles Currently in Use, (see faculty.usc.edu) are approved by the Provost. For updates to this list, the Provost will seek the advice of the Academic Senate Executive Board. See Section 4-C (2).

Individual schools may, with Provost's permission, use titles from this list; special approval from the Provost, based on unusual circumstances, must be obtained to use a title outside the specifications of this list. When a faculty member has an administrative assignment the dean or Provost may add an administrative title in addition to the faculty title.

4-B (2) [moved to faculty.usc.edu]

4-B (3) Policies

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4-B (3)(a) Full-time and Part-time Appointments

Tenured faculty and tenure-track faculty, and librarians on continuing appointment or in positions leading to consideration for continuing appointment, are appointed on a full-time basis. Other faculty may be appointed on a full-time or part-time basis.

4-B (3)(b) Tenure-Track Faculty

Tenure-track faculty are those faculty on appointments that lead to consideration for promotion to tenure under the up-or-out rules specified in Section 4-F.

If a visiting faculty member receives a tenure-track faculty appointment, the period of the visit is counted as part of the probationary period, unless the Provost on behalf of the President decides otherwise after advice of the Committee on Probationary Deadlines.

4-B (3)(c) Academic Staff

Academic staff titles are set out in the list of Academic Titles Currently in Use (see faculty.usc.edu) and those in the categories listed there are not designated as faculty. They fall under non-faculty policies, whether as staff, students, post-doctorals, or some specially defined category. Such titles are conferred by the dean or Vice President of an academic unit, who will issue to the individual a letter stating title and responsibilities, and will inform the Provost of the conferring of this designation and its duration. These individuals have privileges for the use of the libraries and other research facilities, eligibility for parking, bookstore privileges, and office space as available.

4-B (3)(d) Special Designations

The following special designations that modify faculty titles may be used. Appointments are made by the President.

For positions within a school, the appointment will follow a review of qualifications and recommendation by the dean and an appropriate school faculty committee. For positions that transcend any one school, the appointment will follow a review of qualifications and recommendation by the Provost and an appropriate university-wide faculty committee, such as a panel of the University Committee on Appointments, Promotions and Tenure or a committee of University Professors and Distinguished Professors.

After recommendation by such a school or university-wide committee, or the Committee on Professional Responsibility, a special designation may be withdrawn by the President

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DISTINGUISHED PROFESSOR

Awarded on a very selective basis to those few professors in the University who have brought special renown to the University through their accomplishments.

The modifier is added to the existing title, e.g., "Distinguished Professor of English" or "Gregor Piatigorsky Distinguished Professor of Cello."

UNIVERSITY PROFESSOR

Awarded to a small number of professors who, because of their multi-disciplinary interests and significant accomplishments in several disciplines, qualify for an appointment that transcends any single field of study. Generally, a faculty member accorded this title also has a tenured faculty appointment in a specific academic unit.

"University Professor" is a separate title, and the individual continues to hold the existing title, e.g., "University Professor and Irene McCulloch Professor of Marine Biology."

PROVOST PROFESSOR

Awarded to outstanding interdisciplinary scholars who contribute to the university by attracting excellent faculty and graduate students while adding significantly to USC's culture of interdisciplinary research and education.

The modifier is added to the usual title, e.g., "Provost Professor of Psychology and Marketing"

NAMED PROFESSOR OR CHAIR

Awarded to a distinguished faculty member in a specific discipline or interdisciplinary area who is supported wholly or in part by funds given for this purpose. Named appointments are occasionally made by the University without endowment: such positions within a school are usually designated "Dean's Professor."

Named appointments without an endowment may also be made for eminent individuals from the arts, sciences, professions, business and community leadership who contribute to USC's academic life as set out in the individual

appointment: such positions may be designated "Presidential Professor," or may honor one of the University's founders, usually as "Judge Widney Professor."

Named professorships and chairs are generally awarded on a fixed term basis, subject to renewal depending on the practice and customs of the school in which the appointment is made, or the appointment may be made on a continuing basis until withdrawn. Appointments are subject to University policy and the terms of the President's approval of the appointment.

If the named position is denominated in the same way as other appointments in the academic unit, the honor is combined with the regular title as a modifier, e.g., "Emory Bogardus Professor of Sociology"; however, if the named position has a unique denomination, it is a separate title and the individual continues to also hold the existing title, e.g., "Frank Baxter Professor of Teaching Shakespeare, and Professor of English."

CLINICAL SCHOLAR

See the list of Academic Titles Currently in Use. (faculrt.usc.edu)

IN RESIDENCE

The following titles and similar ones are appropriate for faculty members with special expertise or renown:

- Artist in Residence
- Executive in Residence
- Scholar in Residence
- Writer in Residence

4-B (4) Maintaining the Tenure System

The tenure system is the principal form of faculty appointment, and tenured or tenure-track appointments are preferred whenever feasible. Tenure is indispensable to the success of our institution in fulfilling our obligations to students and to society. USC is committed to the tenure system.

(a) Research-track and clinical-track full time faculty are invaluable to help perform the research and clinical practice missions of the University, and teaching-track and practitioner-track faculty may be invaluable for our teaching mission when it is academically desirable to make such appointments, for example to bring a practical orientation or to teach skills.

Part-time appointments are generally to be avoided, but are appropriate for individuals who are asked to teach a course because of special expertise and who have another full-time position or career. Any exceptions require special approval by the Provost. A part-time visiting appointment of an individual who holds a full-time appointment at a peer institution (AAU) may be made by a dean to meet one-time emergency needs for up to one year, without special provost's approval but observing other required processes. Adjunct titles are

limited to those who already have a primary position or an equivalent artistic career.

Having instructors who simultaneously teach at multiple academic institutions is not appropriate at USC. (See section 3-I (4) on requesting permission for outside teaching.)

Research-, teaching-, practitioner-, and clinical-track faculty are eligible to participate in faculty governance at both the school and University level, except in matters concerning tenure, in accordance with Academic Senate and Faculty Council rules.

(b) An individual holding a tenure-track faculty appointment must, by the end of the probationary period, either be granted tenure or be given a terminal appointment; such an individual cannot be retained or rehired on a non-tenured, full-time basis past the maximum probationary period except under extraordinary circumstances and with the approval of the Provost, including use of a research-track, teaching-track, practitioner-track, and clinical-track faculty title.

(c) When there is a proposal to appoint an individual to a research-track, teaching-track, practitioner-track, or clinical-track, position who previously had tenure-track faculty status, the proposal will be submitted for the Provost's approval. Documentation must be submitted to show that the individual actually will have the work profile of the appropriate track and that the proposal is appropriate within the tenure system. It would be particularly unusual to approve such a shift in the year leading up to the Tenure Decision Date.

(d) Each school policy shall maintain a limit for the maximum number of teaching-track faculty appointments, as a percentage of tenured and tenure-track faculty appointments, so as to preserve the tenure system as the principal form of faculty appointment.

(e) Periodically during the ongoing appointment of a research-track, teaching-track, practitioner-track, or clinical-track, faculty member, full-time or part-time, at three-to-five-year intervals as stated in approved school guidelines, the individual's performance should receive careful review by an appropriate faculty committee as to whether promotion is appropriate and whether reappointment is appropriate. For faculty on multi-year appointments, the periodic assessment of performance should occur before the end of each appointment, preferably in the fall of the last year of the term. The relationship among the periodic assessment, merit reviews, and evaluations for promotion should be detailed in each school's Provost-approved guidelines.

4-C APPOINTMENTS

4-C (1) Appointments to Tenure and Tenure Track

Full-time tenure-track and tenured faculty appointments are for service during the academic or fiscal year and are made on the bases described below.

Instructor and Assistant Professor.

Appointed on an annual basis with the possibility of renewal. A tenure decision shall be made in accord with the schedule described in established policy (see Section 4-D). Instructor is an entry level position, generally for those who have not yet completed their terminal degree.

Associate Professor.

Generally comes with tenure, but if appointed without tenure, a decision on tenure shall be made in accord with the schedule described in established policy (see Section 4-D).

Professor.

Generally comes with tenure, but if appointed without tenure, a decision on tenure shall be made in accord with the schedule described in established policy (see Section 4-D).

Faculty members in their probationary periods are appointed for specific terms, in accordance with the customs of their academic units, of one to three years. The University is under no obligation to reappoint an untenured faculty member or to renew the appointment for the full probationary period (see Section 4-F (3)).

4-C (2) Appointments to Research-Track, Teaching-Track, Practitioner-Track, or Clinical-Track

(a) Full-time research-track, teaching-track, practitioner-track, or clinical-track, faculty appointments are made in accordance with University policy and school-specific guidelines. All initial appointments of such faculty must be approved by the dean or Provost. Every school is required to maintain a written statement of guidelines on such faculty. See Section 4-G.

(b) Full-time research-track, teaching-track, practitioner-track, or clinical-track, faculty are treated equally with tenured and tenure-track faculty with respect to all fringe benefits as defined by the established faculty policies. However, Visiting Faculty are not generally eligible for retirement benefits. Schools may also extend eligibility for sabbatical leaves for research or other scholarly activity (consistent with the candidate's expected faculty profile) or other perquisites of tenured or tenure-track faculty on a categorical basis, or may provide for such extension on the basis of individual negotiation.

(c) Each school must have active participation by research-track, teaching-track, practitioner-track, and clinical-track, faculty members in faculty governance, including on faculty guidelines for those tracks, but not including matters concerning tenure and the tenure system. Part-time faculty are eligible to be

elected or appointed to faculty governance bodies. The Academic Senate Constitution has provisions concerning participation in faculty governance by research-track, teaching-track, practitioner-track, and clinical-track, faculty (Article I, Sections 2 and 3).

4-C (3) Joint Appointments

A joint appointment between two schools or divisions of the University may be tendered if the faculty member will teach or conduct research in both schools. A tenured appointment may be made, however, in only one school. Promotion to a higher rank for faculty holding joint appointments should be initiated by the school of primary appointment.

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4-D LENGTH OF APPOINTMENT

4-D (1) Probationary Period for Tenure-Track Faculty

The Recommendation for Appointment Form requests specific information as to the number of years of continuous full-time service at other institutions in a faculty position where the individual is expected to do the scholarly or creative work we expect of a candidate for tenure. Such service at another institution shall count towards the faculty member's maximum probationary period. With three or more years of prior probationary service, the maximum probationary period shall be three years shorter.

4-D (1)(a) Tenure Decision Date

The Recommendation for Appointment Form, when approved by the Provost, also states the date before which a decision on tenure must be made at the University of Southern California and communicated to the tenure-track faculty member. This date, called the Tenure Decision Date, is 12 months before the expiration of the stated probationary period. The letter of appointment for each new faculty member must specify the Tenure Decision Date, which will be determined by the length of the school-specific maximum probationary period and any credit accorded for prior service. The letter should also explain the school-specific relationship (if any, see Section 4-F (2)(c)) between the decision on promotion and the decision on tenure. A signed copy of the faculty member's acceptance must be filed with the Provost.

4-D (1)(b) Annual Review

A new faculty member, like those already employed by the University, should be assured that his or her record shall be reviewed annually by his or her academic unit according to known and established procedures. There should be a particularly thorough review midway in the probationary period, normally in the third year. The University is under no obligation to reappoint an untenured faculty member or to renew the appointment for the full probationary period (see Section 4-F (3)).

4-D (1)(c) Tenure at Appointment

In unusual instances, an outstanding new faculty member may be recommended for tenure or promotion during or at the end of his or her first year. In this case, the original dossier may be resubmitted with clear evidence of continued achievement and collegial activity. Occasionally, an outstanding faculty member, such as one who already holds tenure at a peer institution, is accorded tenure at the time of appointment to the University of Southern California, upon the recommendation of the established committees and the dean and approval by the President.

4-D (1)(d) Midyear Appointments

If a tenure-track faculty member initially commences full-time academic duties on or after December 1, the remainder of that academic or fiscal year shall not be included in calculating the maximum length of the probationary period.

4-D(1)(e) Adjustment of Probationary Period for Faculty Caregivers

(1) If a probationary faculty member gives birth prior to 12 months before the Tenure Decision Date, upon request she will automatically be granted an exclusion of one year from the probationary period, but she need not take advantage of the exclusion and may be considered for tenure at the usual time, as provided in Section 9-D (6). If she also qualifies under Section 9-D (2) she is entitled to an exclusion of two years from the probationary period.

(2) A probationary faculty member who is the primary caregiver of one or more children in the period prior to 12 months before the Tenure Decision Date will, upon request, automatically be granted an exclusion of one year from the probationary period.

(3) After advice of the Committee on Deadlines and Leaves, the Provost may approve up to one year exclusion from the probationary period of a probationary faculty member to accommodate unusual circumstances beyond those mentioned in paragraphs (1) and (2) that significantly reduce the person's ability to make progress on scholarly work, according to the usual standards applied by the committee.

(4) A faculty member's leave under this Chapter, if it is at least one-year or half-time for two years, shall entitle the faculty member to an exclusion of one year from the probationary period.

(5) If the Provost approves exclusions under more than one of the preceding subsections, two years will be excluded from the probationary period. Absent special approval by the Provost for extraordinary reasons, however, there shall not be more than a total of two years exclusion from the probationary period or

extension of the Tenure Decision Date, or both, for any reason or combination of reasons under this Section or other policies.

(6) A faculty member for whom there has been an exclusion from the probationary period will nevertheless be entitled, if he or she wishes, to be considered for tenure as if there has not been an exclusion.

4-D (2) Committee on Deadlines and Leaves

4-D (2)(a) Probationary Deadlines

Unresolved questions concerning what prior service must or must not be counted, and other matters pertaining to the length of the probationary period, shall be directed to the Committee on Deadlines and Leaves, for its review and recommendations to the President. This review may take place before the appointment is accepted, or on request thereafter.

Section 3-E, Leaves of Absence, and Section 3-E(11), provide for excluding a certain amount of time in rank from the normal probationary period ("stopping the clock") which has the effect of adjusting the Tenure Decision Date. The Committee also gives its review and recommendations on requests to change a probationary deadline based on special circumstances.

The annual letter of reappointment or contract for each tenure-track faculty member shall reflect any adjustments to the Tenure Decision Date approved during the prior year.

In the event of emergency circumstances severely disrupting the University's regular operation, the Provost may declare the tenure clock stopped for an appropriate period, and extend deadlines correspondingly.

4-D (2)(b) Research-Track, Teaching-Track, Practitioner-Track, and Clinical-Track, Promotion Deadlines

If an approved school guideline establishes an up-or-out deadline for research-track, teaching-track, practitioner-track, or clinical-track, promotion, the faculty member may request "stopping the clock" under the same principles as apply for the tenure-track probationary period. See Section 4-D (2)(a). If the faculty member does not accept a decision by the dean on stopping the clock, the Committee on Deadlines and Leaves gives its review and recommendations to the Provost. In such cases, the Committee will include research-track, teaching-track, practitioner-track, or clinical-track faculty of the rank of associate professor or above, as well as tenured faculty.

4-D (2)(c) Leaves

If there is an appeal as to the grant or denial of a sabbatical or other research leave, the Committee on Deadlines and Leaves gives its review and recommendations to the Provost. If the case involves a research-track, teaching-track, practitioner-track, or clinical-track faculty member, the Committee will include research-track, teaching-track, practitioner-track, or clinical-track faculty of the rank of associate professor or above, as well as tenured faculty.

4-D (3) Term of Employment for Research-Track, Teaching-Track, Practitioner-Track, and Clinical-Track Faculty

Research-track, teaching-track, practitioner-track, and clinical-track faculty are appointed to fixed-term contracts that must specify the starting and ending dates of the appointment and any specific duties of the appointment beyond the responsibilities stated in Section 3-B, and school guidelines. The date on which each appointment ends shall be specified in the appointment letter and any subsequent reappointment letter. That letter also constitutes adequate notice of non-reappointment, and the appointment will expire at the end of its term, unless there is a written renewal.

Research-track, teaching-track, practitioner-track, or clinical-track faculty appointments are not subject to the up-or-out rules of Section 4-F and do not lead to consideration for promotion to tenure.

A signed copy of the research-track, teaching-track, practitioner-track, and clinical-track faculty member's acceptance must be filed with the dean prior to commencement of employment.

However, optionally for those with annual contracts, the contract may state that it will roll over on the same terms unless there is a decision not to reappoint, with 90 days' notice or pay to the extent notice is less than 90 days. See section 4-G (2)(¶2) concerning the process for the decision.

4-E CONDITIONS OF TENURE

Tenure confers on its bearer the right to hold his or her position with pay until retirement. Only for adequate cause and through stipulated procedures may the faculty member be dismissed, demoted, or placed on indefinite leave without pay from that position.

Tenure and promotion are separate processes. Tenure should be considered on an individual basis and should be fully justified.

The President is empowered by the Board of Trustees to take action relating to appointments, promotions, demotions, dismissals, and assignments to indefinite leave, of all personnel holding tenured positions as defined herein. In such actions the President is advised by the Provost and the appropriate University committee, and may delegate his or her authority to the Provost.

Tenured faculty shall not be dismissed or demoted except for adequate cause as defined in Chapter 8, Faculty Dismissals.

Tenured or untenured faculty may be urged to apply for disability status in the event of physical or mental incapacity. The Provost may place tenured or untenured faculty on Special Leave of Absence upon proof of severe physical or mental incapacity. The intention is, whenever reasonable, that tenured or untenured faculty be returned from disability to active status. If the tenured or untenured faculty member does not return to active service after one year's absence, the Provost may terminate his or her appointment without formal proceedings. In such cases, financial benefits that have accrued as a result of service to the University shall not be forfeited.

Tenured faculty may be placed on indefinite leave without pay if reduction in faculty becomes necessary under extraordinary circumstances because of demonstrated financial exigency. Financial benefits accrued through their University service shall not be forfeited.

4-F EVALUATION, REAPPOINTMENT, AND PROMOTION OF TENURE-TRACK AND TENURED FACULTY

4-F (1) The Dossier

The dossier should present the evidence gathered by both internal and external peer review of a candidate's fitness for tenure, or for appointment or promotion as associate or full professor. See the Manual of the University Committee on Appointments, Promotions, and Tenure, <https://policy.usc.edu/faculty/appointments-promotions-tenure-ucapt-manual/>

4-F (2) Evaluation Process

4-F (2)(a) Up or Out Decisions

Careful evaluation of each faculty member shall be made at the time of consideration of grant of tenure, and at the time of consideration of promotion to associate professor whether those decisions are simultaneous or not. If those evaluations are positive, the faculty member shall receive a contract from the President stating the new status; if either decision is negative, the faculty member shall receive timely notice, as specified in Section 4-F (3), that his or her contract of employment with the University will not be renewed.

4-F (2)(b) Peer Review

The principles of academic freedom and tenure, which are firmly established in this and all other major American universities, rely on an established probationary period during which excellence in teaching and scholarly research

can be demonstrated by faculty. An established probationary period only has significance if there is a definite time at which the probationary period ends.

A university is as strong as its faculty. A principle especially important to achieving a strong faculty is that the quality of a faculty member's work not be assessed by the potentially capricious judgment of any single person, but rather by a searching review by the faculty member's colleagues. This principle is given form by making sure that each faculty member is provided a Tenure Decision Date when this process of review must be completed, and ensuring that the President, as is required by his or her accountability to the Board of Trustees for maintaining the long-range quality of the institution, makes a final decision on the award of tenure based on this full and careful process of peer review by colleagues.

4-F (2)(c) *Tenure Timelines*

- *Traditional timeline.* For faculty initially appointed as assistant professor, there shall be a formal review for promotion to associate professor and the grant of tenure by the sixth year of appointment, unless school-specific guidelines approved as provided in Section 4-F (2)(d) provide a different period as explained below.
- *School-specific extended timeline.* Schools may provide a longer timeline for formal review for promotion to associate professor and grant of tenure. The longer timeline may apply to the entire school or only to designated departments or disciplines within the school. For example, there may be an eight-year probationary period instead of the traditional seven years. The adoption process is described in 4-F(2)(d).
- *Highly extended timeline with tenure at full professor.* An approved school-specific guideline may provide for formal review for promotion to associate professor without tenure by the sixth year of appointment, followed by formal review for the grant of tenure (generally simultaneous with promotion to professor) by the end of the school-specific probationary period. The maximum school-specific probationary period is twelve years. Both the decision on promotion to associate professor, and the decision on grant of tenure, are up-or-out decisions. See Section 4-F (3).
- *Compressed timeline with tenure at full professor.* An approved school-specific guideline may provide for formal review for promotion to associate professor without tenure midway within the traditional probationary period, followed by formal review for the grant of tenure (generally simultaneous with promotion to professor) by the end of the traditional probationary period. Both the decision on promotion to associate professor, and the decision on grant of tenure, are up-or-out decisions. See Section 4-F (3).
- *Other adjustments.* Individual adjustments in the timeline for promotion to associate professor, the grant of tenure, or both decisions, may be made by

the Provost after advice by the Committee on Probationary Deadlines, see Section 4-D (1)(f), or in unusual cases after advice by the University Committee on Appointment, Promotion and Tenure. See also Section 4-D(1)(e).

4-F (2)(d) Process for Approving School-Specific Timelines

Each change in school-specific guidelines is subject to approval by the Provost on the recommendation of the dean. Such a recommendation shall be made only if endorsed by the tenured and tenure-track faculty of the school, through a vote held by secret ballot. Unless a school specifically requests a change, the school's pre-existing policy shall remain in effect.

A faculty member holding a tenure-track (probationary) appointment at the time such a policy change comes into force will be considered under the policy in effect at the time of his or her initial appointment, unless the faculty member requests that the new policy apply and the Provost approves the request. Approval of such a request will not imply any modification in either rank or tenure status; no one shall be granted tenure or a promotion without a full review.

4-F (2)(e) No De Facto Tenure

To ensure that a tenure decision is made following proper faculty review, every effort must be made to bring each case to the attention of the appropriate faculty reviewing bodies.

If formal review of a faculty member for promotion to associate professor has not been initiated by the beginning of the specified year as described above, or if formal tenure review has not been initiated by nine months before the Tenure Decision Date, or if any contractual timeline on promotion or tenure is missed, it is the duty of the faculty member to bring this to the attention of the Provost by written notice. The Provost shall then notify the appropriate school to commence the review procedure. There is no such thing as *de facto* tenure or tenure by default.

4-F (3) Non-Reappointment for Full-Time Probationary (Tenure-Track) Faculty

In the case of non-reappointment of a tenure-track faculty member, the faculty member shall receive notice of non-reappointment in writing as follows: (1) not later than February 15 of the first academic year of service; (2) not later than November 15 of the second academic year of service; (3) at least twelve months

before the expiration of an appointment after two or more years at the University.

If the result of the promotion review to associate professor is to deny promotion to the faculty member, or if the result of the tenure review is to deny tenure, the faculty member shall be offered a terminal year of employment beyond expiration of the annual contract in place at the time of the decision and at the rank he or she held prior to review.

In the case of non-reappointment or terminal year notice, during this period the faculty member will continue to receive his or her full salary and benefits, but the faculty member's responsibilities may be altered by mutual agreement between the faculty member and the University. Alternatively, the Provost may authorize early termination of the faculty member's performance of duties; in such a case, the faculty member will receive compensation equivalent to salary for the notice period.

Faculty appointments expire at the end of the period of service as specified in Section 3-B (5), unless a different date is specified in the appointment letter or any subsequent reappointment letter.

4-G EVALUATION, REAPPOINTMENT AND PROMOTION OF RESEARCH-TRACK, TEACHING-TRACK, PRACTITIONER-TRACK, AND CLINICAL-TRACK FACULTY

(1) The University has no obligation to renew a research-track, teaching-track, practitioner-track, or clinical-track faculty appointment.

(2) University policies, and school-specific guidelines approved by the Provost under this subsection, address the question of review and recommendation procedures for appointment, reappointment or mid-contract termination of research-track, teaching-track, practitioner-track, or clinical-track faculty.

Procedures for appointment, reappointment and promotion shall provide thoroughness and documentation sufficient for evaluation of the suitability and qualifications of the candidate, and review and recommendation by an appropriate faculty body. Therefore, decisions on appointment, reappointment and promotion of faculty on full-time appointments shall only be done after review and recommendation by an appropriate faculty body. In addition, the adequacy of the process in each instance of non-reappointment will be reviewed by the Provost's delegate.

Procedures for reappointment and promotion do not apply to individuals on non-renewable contracts. Procedures for part-time faculty may be abbreviated with permission of the Provost.

Proposed guidelines of a school research-track, teaching-track, practitioner-track, or clinical-track are formulated by the Dean and faculty, acting through

the faculty council or another appropriate faculty committee or, in some smaller units, the entire faculty. The proposed guidelines will be submitted for approval by the Provost and do not take effect until approved.

For each proposed set of guidelines submitted to the Provost, the Provost will seek the advice of the Academic Senate Executive Board on whether (a) the procedure used in formulating and endorsing the guidelines provided adequate means for the faculty to fulfill its responsibility for matters of faculty academic status; (b) the content of the proposed school guidelines is consistent with the Faculty Handbook and other University policy; and (c) the proposed guidelines have no adverse University-wide implications.

(3) Contracts of research-track, teaching-track, practitioner-track, or clinical-track faculty may be terminated earlier than their stipulated end, with a minimum of 90 days' notice, if there is a bona fide need to do so (a) based on cutbacks in external sources of funding for the specific activity, or (b) based on substantial program change or departmental reorganization or substantial resource limitations in the school, or (c) based upon poor performance, in which case the Dean must consult first with the appropriate faculty committee, or (d) termination for cause, as determined by the Committee on Professional Responsibility under Section 6-AA (3). Adequate cause for a termination shall be one or more of the following: violations of academic freedom, misconduct, dishonesty, unmanaged or unreported conflict of interest, or moral turpitude.

Mid-contract terminations for poor performance determined at the school level should not be confused with terminations for cause determined by the Committee on Professional Responsibility; termination for poor performance is based on a failure to meet expectations that is less egregious and that does not entail the same opprobrium as termination for cause.

During any notice period the faculty member will continue to receive his or her full salary and benefits, but the faculty member's responsibilities may be altered by mutual agreement between the faculty member and the University. Alternatively, the Provost may authorize early termination of the faculty member's performance of duties. In such a case, the faculty member will receive compensation equivalent to the salary to the extent notice is less than 90 days.

4-H ADVISORY COMMITTEES ON APPOINTMENTS, PROMOTIONS AND TENURE

4-H (1) University Committees

The President receives the advice of the University Committee on Appointments, Promotions, and Tenure. This committee generally consists of at least six panels of four to eight faculty members, and the subcommittees described in the next two paragraphs. For nomination procedures, see Section 2-B (4)(a). The committee may use consultants or appoint ad hoc panels or members as

necessary. A member of the University Committee on Appointments, Promotions and Tenure shall not participate in the deliberations on a dossier prepared by the academic unit within which he or she serves (such a unit would be a department in the larger schools or the school itself when that unit is not departmentalized.)

For librarians, the President receives the advice of the University Committee on Librarian Appointments, Promotions and Continuing Appointments. This committee generally consists of a single panel of four to eight members. For nomination procedures, see Section 2-B (4)(a). The committee may use consultants or appoint ad hoc panels or members as necessary. A member of the University Committee on Librarian Appointments, Promotions and Continuing Appointments shall not participate in the deliberations on a dossier prepared by the specific unit within which he or she serves.

For research-track, teaching-track, practitioner-track, or clinical-track promotions, the President receives the advice of the University Committee on Research-Track, Teaching-Track, Practitioner-Track, and Clinical-Track Promotions whenever the dean has not agreed with the advice of faculty committees. The committee appoints ad hoc panels that include both tenured and research-track, teaching-track, practitioner-track, or clinical-track faculty, at the rank of Associate Professor or higher. If the faculty member being considered is part-time, the ad hoc panel will, whenever possible, include a part-time faculty member at appropriate rank. Individuals shall not be appointed to panels deliberating on files prepared by the specific units in which they serve.

4-H (2) School or Divisional Committees on Appointments, Promotions and Tenure

In preparing all recommendations to the Provost, and in making delegated decisions on appointments and promotions, the dean receives the advice of faculty committees on appointments, promotions, and tenure. These committees are selected in accordance with school guidelines. In larger schools there are departmental as well as school faculty committees on appointments, promotions, and tenure. Some schools may utilize committees of the whole departmental or school tenured faculty, or divisional or institute faculty committees on appointments, promotions, and tenure. Committees (or committees of the whole) for research-track, teaching-track, practitioner-track, or clinical-track cases include tenured, tenure-track, and research-track, teaching-track, practitioner-track, or clinical-track faculty. Procedures for certain appointments are abbreviated as provided in Section 4-A.

Chapter 5 Policies Pertaining to Research and Teaching

Chapter 5. POLICIES PERTAINING TO RESEARCH AND TEACHING

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For a general statement of faculty responsibilities in research and teaching, see Section 3-B, Faculty Rights and Responsibilities.

5-A RESEARCH PROPOSALS

All faculty-initiated proposals relating to research or training programs, whether made to private foundations, corporations, or government sponsors, must be transmitted to the prospective sponsor through regular USC channels, including the Department of Contracts and Grants. Approaches to private sources of funding for gifts must be coordinated with the Office of the Senior Vice-President, University Advancement, as well as submitted to the dean or Provost. See the University policies website (<http://policy.usc.edu>). All proposals for sponsored research or training programs should utilize the TARA system to document approvals by academic and administrative officers before submission to the Department of Contract and Grants. These should be prepared as far in advance of submission dates or deadlines as possible. For more information on the preparation process, please consult the Department of Contracts and Grants website (<http://research.usc.edu/dcg>).

5-B CLASSIFIED AND PROPRIETARY RESEARCH

General principles of academic freedom with respect to research are stated in 3-B(1). The University policy regarding participation in classified or proprietary research is not to accept or to renew extramural contracts, grants, gifts or other agreements that restrict the rights of the faculty to free conduct of inquiry or to free scholarly dissemination of results within a reasonable time, with the following exceptions:

(a) The University may permit sponsor review and delay (normally not to exceed three months and never to exceed one year), but not denial of publication of results, for one of the following reasons:

- If a project involves use of privileged, restricted, or export-controlled data from the sponsor;
- If a project is only one task or element of a larger program and the release of result must be coordinated with others; or
- If a project involves the development of a process or invention that may be patentable. These publications should suitably protect the sponsor's proprietary or confidential input data according to mutually agreed upon contractual requirements and normal standards of professional ethics.

(b) The University may consent to the preparation of privileged reports to a sponsor such as technical reports and other materials produced specifically in satisfaction of a contract, provided that the purpose and the general results of the research remain publishable. Such arrangements must be clearly established in the terms of agreement.

(c) The University may permit faculty with appropriate security clearance to have access to classified facilities or to classified information outside the University, provided that such access is necessary to the conduct of the research and that neither the conduct nor the general results of the research are treated as classified within the University.

(d) The University does not agree to participate in classified or export-controlled research, or research that otherwise restricts publication or identification of the sponsor, except in rare instances involving national security, exceptional national need, or other special circumstances. Proposals for such exceptions must be reviewed and approved by the Vice President of Research, (i) after review and recommendation by a standing committee of faculty from a broad range of disciplines appointed by the Provost, or (ii) in an expedited process without committee review only as specified in the University Policy on International Collaboration and Export Control.

(e) Finally, the University does not prohibit its faculty from engaging in individual consulting relationships with external organizations that may involve

classified research. Normal University policies governing consulting activity will apply in all such cases, and care must be taken to prevent the appearance of University participation in the classified research.

This policy applies with equal force to all government, private, foreign-sponsored projects, and to all gift agreements. All agreements for sponsored projects must clearly state that University investigators retain full and free rights to publish the general results of their research in the manner accepted in the relevant discipline, except as provided in section 5-B (2).

5-C RESEARCH INVOLVING HUMAN SUBJECTS

The University Institutional Review Boards (IRBs) are fully authorized to review all research proposals, whether funded or not, that are conducted by the faculty, staff, and graduate or undergraduate students, that involve the use of human subjects. The University IRBs have been established to comply with regulations of various federal agencies, and are committed to conducting biomedical and behavioral research involving human subjects under rigorous ethical principles. The IRBs are required to assure that:

- Research methods are appropriate to the objectives of the research;
- Research methods are the safest, consistent with sound research design;
- Risks are justified in terms of related benefits to the subjects;
- Subjects' privacy is protected;
- Subjects participate willingly and knowingly to the extent possible; and
- Research projects are monitored by the IRBs.

For more information on the IRB review process, please consult the USC Institutional Review Board website (<http://oprs.usc.edu>).

5-D PATENT POLICY

A basic function of the University is to contribute to knowledge and culture by creative activity in all academic areas, and to disseminate the results of such creative activity by the most appropriate and effective means. The securing of a patent, in certain circumstances, may be the most appropriate and effective means of disseminating the knowledge involved, and it is the general policy of the University to encourage and support production of such patents for the purpose of dissemination of knowledge. For the requirement to disclose creation

of intellectual property, see Intellectual Property policy (<https://policy.usc.edu/>) and Section 3-I (3)(d).

5-E RESPONSIBILITIES TO STUDENTS

5-E(a) General

The faculty of the University of Southern California expect themselves and one another to maintain high standards in the conduct of their courses.

For specific responsibilities and information relating to most student concerns, the primary documents of authority are the University Catalogue (<http://catalogue.usc.edu>) and [SCampus](http://policy.usc.edu/student/scampus/) (<http://policy.usc.edu/student/scampus/>). The program requirements listed in the Catalogue supersede any information³ contained in any bulletin of any school or department. Specific information about matters not covered in the catalogue can be found in the Schedule of Classes (<http://classes.usc.edu/>); the Grading and Correction of Grades Handbook (<http://arr.usc.edu/services/grades/gradinghandbook.html>); and the Student Directory (on-line only at <https://my.usc.edu/wp/student/SearchForm.do>). For reference purposes, the following table delineates the appropriate university document for various common faculty-student administration issues.

Specific Issue	Source(s)
Information about conduct of courses, grading, student records, students with disabilities, ethics of graduate study, and academic integrity	University Catalogue ; Schedule of Classes ; Grading and Correction of Grades Handbook ; Student Conduct Code (http://policy.usc.edu/student/scampus/); sections of SCampus ; Code of Ethics (http://ooc.usc.edu/usc-code-ethics)
Information about registration, withdrawal, drop and add procedures, dates and locations, and rescheduling of classes	University Catalogue ; Schedule of Classes
Information regarding the administration of mid-term exams, final exams, accommodations for students with disabilities, and submission of grade reports	University Catalogue ; Schedule of Classes ; Grading and Correction of Grades Handbook ;
Information on identifying and responding to academic dishonesty	Student Conduct Code and University Governance sections of SCampus (http://policy.usc.edu/student/scampus/)
Email and contact identification for enrolled students	Student Directory (On-line only)

The following administrators and their staffs may also be consulted regarding matters not covered in the foregoing publications: Vice President for Student Life, Vice President of Admissions and Planning, Dean of Academic Records and Registrar, and the advisement and administrative offices in the various academic units of the University.

5-E(2) Disability Accommodations for Students

The University is committed to full compliance with the laws protecting qualified students with disabilities. Not all disabilities will be apparent to faculty members. The professional staff of Disability Services and Programs (DSP) determines the necessary accommodations and services and issues accommodation letters that students present to their instructors.

Faculty members who have a student with disabilities in their class are required to provide the accommodations set out in the accommodations letter, and to make reasonable efforts as necessary to cooperate with the implementation of any accommodation. Faculty members are also required to maintain the confidentiality of students with accommodations.

Most accommodations require minimal faculty involvement. In some cases, though, faculty must work collaboratively with DSP on accommodation implementation. In those cases, faculty must respond to reasonable requests from students with disabilities and DSP in a timely manner in order to assure the student access to the course and course materials.

All course syllabi must include a required statement regarding students with disabilities. For information, see <https://dsp.usc.edu/faculty/faqs/>

Faculty should not modify or interpret on their own the accommodations stated in the accommodations letter, but should instead address any questions or issues to a DSP professional staff member at (213) 740-0776. Faculty who have unresolved questions, or who believe that an accommodation fundamentally alters the nature of their course, may speak with the Associate Vice Provost for Institutional Accessibility and ADA Compliance.

Chapter 6 Providing a Safe and Professional Educational and Work Environment

THIS SECTION NOT REVIEWED BY COMMITTEE

Chapter 7 Faculty Grievances

THIS SECTION NOT REVIEWED BY COMMITTEE

Chapter 8 Faculty Dismissals

THIS SECTION NOT REVIEWED BY COMMITTEE

Chapter 9 **Transition from Full-Time Work**

Chapter 9. **TRANSITION FROM FULL-TIME WORK**

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9-A EMERITI STATUS

The designation Emeritus or Emerita may be awarded to full-time faculty on or after retirement, or may be preapproved in contemplation of retirement to be effective upon retirement. Faculty who are not retiring from their academic careers but who leave the University to take a position at another institution are not eligible for the designation except in extraordinary circumstances. In preparing recommendations, the department or other appropriate academic unit will review the eligibility of all prospective retirees, and the Provost's Office will annually remind units to do so. The award of the designation is not automatic. It indicates honorable retirement from assigned duties, recognizes faithful service worthy of high commendation, and expresses an anticipation of continued membership in the academic community. The emeritus or emerita

designation carries with it the honor of the title and the use of University facilities as authorized by the Provost.

The President may approve the title to be added to the last academic title a faculty member held in active service (e.g., Professor Emeritus of <discipline>; Professor <Emerita> of <discipline>, "Ken Price Professor Emeritus of Art" or "Anton Burg Professor Emerita of Chemistry"). The President will consider the recommendation of the department or other appropriate academic unit and the dean, the individual's curriculum vitae, and a summary of the individual's contributions. The President may also approve the designation for a title of honor or administrative title (e.g., named chairs emeriti, Distinguished Professors Emeriti, Deans Emeriti).

9-B PHASED RETIREMENT

Full-time faculty who have submitted their retirement shall be entitled to receive a transitional part-time leave, with half-time (or greater) duties at proportionate compensation, for up to two years (or such longer period as the Provost decides). Such a leave is not available beyond the effective date of termination or non-reappointment under other policies, and use of such a leave requires Provost's approval if formal discipline is pending or under investigation under Chapters 6 or 8.

At the individual's option, the relinquishment of tenure may take effect either at the beginning or the end of the transition period; in either case, the individual will use his or her normal academic title during the transition period. Subsequent to the transition period, the faculty member may also be invited to serve part-time after retirement, as individually agreed, as provided below in Section 9-C.

9-C CONTINUED POST-RETIREMENT ACADEMIC ACTIVITY

A retired faculty member is eligible to be invited to serve on a year-to-year or other fixed term basis (without tenure) for whatever services, compensation, and percentage of effort are agreed between the individual and the dean with the approval of the Provost. Unless the Provost gives special permission, the percentage of effort must be less than 50% and thus under current policies the individual is not eligible for benefits. As agreed between the individual and the dean with the approval of the Provost, the retired faculty member (whether with or without compensation) may be authorized to continue to be principal investigator of grants and contracts, have research space as allocated, direct graduate students, and continue active participation in departmental and university activities as agreed. On the request of the department and dean, the Provost may reinstate the tenured status of the previously tenured individual only for the period invited back to service, not to continue when that period ends. The Provost may also appoint a previously tenured individual to roles dealing with tenure matters.

9-D RETIREMENT BENEFITS

9-D (1) Income Replacement

Information on the University retirement plan is available at the Benefits Administration web site (<http://benefits.usc.edu>).

9-D (2) Health Care after Retirement

For information on USC Senior Care, call the Health Plans office.

9-D (3) Long Term Care after Retirement

For information on Long Term Care insurance, contact the USC Benefits Administration office.

9-D (4) Other Benefits, Privileges and Guides

Information on more USC benefits for retirees is on the Employee Gateway (<https://employees.usc.edu/retirement/>) and a directory of retiree privileges ("Gold Card") is on the Emeriti Center website (<https://emeriti.usc.edu/planning/retiree-privileges/>). A guide to those considering retirement is on the Faculty Portal (<http://faculty.usc.edu/benefits/retirement/>).

9-D (5) Changes in Benefits Programs

As provided in Section 3-F, the particular provisions of all benefit programs, including those listed above, are subject to change from time to time by the Senior Vice President, Administration.

