

1 **ACADEMIC SENATE**

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3 **Resolution 15/16-07**

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5 Procedure:

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

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12 **Proposal on Change in Faculty Salary Policies and Practices**

13 WHEREAS, The University of Southern California employs outstanding faculty who should be
14 compensated according to their significant contributions to furthering USC's pursuit of excellence, and
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17 WHEREAS, Schools should use benchmarks to compare USC salaries against peer institutions to ensure
18 USC faculty are compensated at competitive rates, and
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20 WHEREAS, As part of their role in faculty governance, Faculty should have input on benchmarks used
21 to set and adjust salaries, and on salary increases, and
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23 WHEREAS, Benchmarking processes should be structured so that individual salaries are protected and
24 are not made public or known to colleagues, and steps should be taken to ensure no individual salary is
25 revealed directly or indirectly through the process, and
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27 WHEREAS, Many USC schools have exemplary salary practices that should be adopted university-
28 wide, and there are exemplary salary practices used by the Provost that should be better known,
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30 Therefore, Be it RESOLVED, That the Academic Senate recommends that the University adopt the
31 following policies and practices regarding faculty governance over faculty salaries:

32 **Merit Review**

- 33 A. Every department or school should use a faculty merit committee to conduct in-depth evaluations of
34 their colleagues and to propose merit ratings to the Dean. All faculty, including full-time and part-
35 time faculty on all tracks, should be evaluated on a schedule approved by the Provost. Depending on
36 the custom of the school, the Faculty Council may serve as the merit committee or will develop a
37 process for selecting and approving a different merit committee. Merit committees may be formed
38 on a school or department level.
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40 B. Deans should provide a summary report of merit pay-raise outcomes to the Merit Review Committee
41 and the Faculty Council to better inform the merit review process.
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43 C. Every school should provide an avenue for faculty to appeal their salary determination to the Dean
44 when they believe there is salary inequity, compression, or inversion due to market forces over time.
45

46 **Benchmarking**

- 47 D. Every Dean should periodically seek external benchmarks as points of reference against which
48 faculty salaries may be compared. These benchmarks should be used to help determine the
49 appropriate level of compensation for faculty at every stage, including appointment, promotion
50 raises, merit-pay raises, and adjustments based on salary inequity, compression, or inversion. The

51 benchmark should be based on appropriate external comparisons, including differentiation by
52 discipline, rank, and track, for both full-time and part-time faculty. The Dean should consult with
53 the Faculty Council in determining what external comparison groups are appropriate, ~~and reasonable~~
54 understanding that the ~~availability burdens of obtaining of~~ data may vary by discipline.

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56 E. Before the Dean proposes annual salaries to the Provost, the Dean should give a report to the
57 Faculty Council of summary data on how each school's salaries compare to the external
58 benchmarks. The Dean or Provost should also review the salaries of faculty in protected classes
59 against their benchmarks and apprise the Faculty Council of the summary results ~~to the extent~~
60 ~~privacy permits~~. The Dean should elicit feedback on the salary report, and request input from the
61 Council on remedies when gaps are identified. In providing feedback to the Dean, Faculty Councils
62 should take into consideration each school's budget constraints and competing academic needs.

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64 F. Following the consultation with the Dean, Faculty Councils should provide the Dean with a written
65 summary of its assessment and, when warranted, recommendations.

66 G. Faculty Councils should communicate the summary findings of the benchmarking process to their
67 faculty.
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70 **Provost Oversight**

71 H. When submitting the annual salary proposal to the Provost for approval, the Dean should report to
72 the Provost all the information shared with the Faculty Council, as well the Council's written
73 analysis to the Dean. The Provost should exercise oversight over each school's benchmarking to
74 ensure that appropriate external benchmarks and the Faculty Council's advice are being
75 appropriately considered, and that USC faculty compensation rates remain competitive with peer
76 institutions, as well as assuring that school budgets are prudently balanced.

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78 I. In addition to reviewing and approving all faculty salaries, the Provost should continue to provide
79 faculty with a process to appeal their salary determination based on any perceived salary inequities,
80 compression, or inversion, when faculty are not satisfied with the outcome of the Dean's review.
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83 Resolution Number: 15/16-07

Motion by: Executive Board

84 Date: April 13, 2016

(No second required when moved by committee)

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86 To be presented at the Senate meeting on April 20, 2016

87 Second Read and Vote: May 11, 2016

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89 Action taken: Resolution Passed

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