

October 16, 2015

To: Twin Cities Deans

From: Karen Hanson, Senior Vice President and Provost
Allen Levine, Vice Provost for Faculty and Academic Affairs

C: Kathryn Brown, Vice President for Human Resources
William Donohue, General Counsel
Kim Hewitt, Director, EOAA

Subject: Guidelines for Faculty Salary Equity Review Process for Tenured and
Tenure-Track Faculty.

Attachments: Faculty Salary Equity Review Guidelines
Department Salary Scatterplots

We write with information about the roles and responsibilities of standing collegiate Salary Equity Review Committees (SERCs), and the processes for such reviews on the Twin Cities campus.

As you may recall, the 2013 salary equity study of tenure-track and tenured faculty on the Twin Cities campus signaled a need for colleges to consider their salary setting processes and for the University to ensure that all colleges adopt salary equity review procedures. We adopted a model that relied on the establishment of standing Salary Equity Review Committees (SERCs) in each college, and colleges were then supplied scatterplots containing their faculty's salary data. The SERCs were charged with conducting reviews of the salary structure in all collegiate departments and recommending to the dean's attention cases which might warrant further attention and analysis. Collegiate Salary Equity Review Committees completed their reviews and provided their deans with a report containing (a) a list of individuals who were recommended for further decanal review of salary, along with a rationale for these recommendations, and (b) recommendations concerning collegiate and departmental policies and practices that warranted examination in order to prevent salary inequities from recurring.

The recommendations of the collegiate SERCs resulted in salary adjustments for selected faculty in many colleges. Equally important, many SERCs recommended ways to prevent future salary inequities.

For 2015-2016, we ask that you continue to address equity concerns and that you:

- Maintain a standing SERC in your college, charging it with reviewing concerns brought forward by individual faculty. Each academic unit may continue to use existing processes for reviewing and determining salaries; but if a faculty member wishes to appeal the outcome of a unit salary decision, he or she may request a salary equity review by the standing SERC, using the prescribed comparison protocol specified in the Guidelines for Faculty Salary Equity Reviews. Faculty members should of course be encouraged to seek resolution at the department level before

appealing to the college SERC.

- Charge your SERC with conducting periodic salary equity reviews of a cohort of faculty. These periodic reviews might take a number of forms. For example, the reviews might be limited to a specific set of departments each year, with the set changing annually, until within a few years reviews roll through all units; or the review may be college-wide, undertaken at specific intervals (e.g. every 4-5 years).
- Rely on the SERC as an advisory body to the dean's office to help inform policies, procedures or practices related to salary setting and salary adjustments.

Attached to this memo are fall 2014 scatterplots of your collegiate departments. Please be aware that individuals holding joint appointments and selected administrative appointments may not be included in the scatterplots. Colleges are of course free to augment and/or produce their own data displays with updated salary and appointment information.

As before, in cases in which salary adjustments are judged appropriate, they must be funded through regular collegiate and departmental funding sources.

In addition to the work carried out by the collegiate SERCs and deans' offices, other efforts are underway that we hope will address related structural issues:

- Departments are being asked to conduct serious promotional reviews of associate professors every four years (or more frequently). These promotional reviews are partly intended to convey the expectation that associate professors should aspire to full promotion, but the requirement to conduct such reviews is meant to insure that promotional reviews of all associate professors happen regularly and on a uniform basis.
- *Works*, the online faculty activity reporting system, is being implemented across the University. It will record and provide, in a more uniform fashion, information about the full range of faculty activity, including service, research, teaching, and public and international engagement. *Works* should help departments and colleges generate apples-to-apples comparisons of faculty activity.
- In collaboration with the Office of Equity and Diversity and the Office of Human Resources, workshops and training on implicit evaluation bias (and best practices in conducting national scale searches) are being developed and will be offered on a regular basis.
- The Provost's Office has begun annual collection of information on faculty hiring and retention in order to gain a more detailed picture of trends related to start-up packages, dual-career hires, salary equity adjustments, and retention offers.

Thank you for all your work on these important matters of faculty recruitment, retention, and salary equity. Faculty are the heart of the university, and if we can better support your efforts in this arena, please do let me know.