

UNIVERSITY OF MINNESOTA

Office of the Executive Vice President and Provost

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To: Twin Cities Deans and College HR Directors

From: Karen Hanson, Executive Vice President and Provost
Rebecca Ropers, Vice Provost for Faculty and Academic Affairs

C: Ken Horstman, Interim Vice President for Human Resources
Douglas Peterson, General Counsel
Tina Marisam, Director, EOAA

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

Attachments: Faculty Salary Equity Review Guidelines
Link to Salary Scatterplots: <https://z.umn.edu/SERCdata>

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 established standing Salary Equity Review Committees (SERCs) in each college. These SERCs conducted reviews of salaries in all collegiate departments and recommended to the dean cases warranting further attention and analysis. Collegiate SERCs 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.

Since 2014-2015, recommendations of the collegiate SERCs have resulted in more than two hundred salary adjustments for selected faculty across colleges. Equally important, many SERCs recommended ways to prevent future salary inequities.

This year, we ask that you continue to address equity concerns and that you:

- Maintain a standing SERC in your college, charging it with reviewing concerns identified in existing salary data or brought forward by individual faculty. If faculty members wish to appeal the outcome of a unit salary decision, they 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, however, be encouraged to seek resolution at the

department level before appealing to the college SERC.

To assist in this review, scatterplots of salary data for all of your tenure-initiating departments are available at <https://z.umn.edu/SERCdata>. Deans and HR directors have access to these data and PDFs can be generated for individual units as needed. Data are based on a 9th pay period fall salary snapshot and will be updated annually around the last week of October (week 44) in the future.

- 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.

As before, when 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 asked to conduct promotional reviews of associate professors every four years (or more frequently). These promotional reviews are intended to convey the expectation, articulated in the 2007 revision of the tenure regulations, that associate professors should aspire to promotion to the rank of professor. Most significantly, the requirement to conduct such reviews is meant to insure that promotional reviews of all associate professors happen on a regular basis.
- The Provost's Office collects information annually 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. We are also participating in a [multi-institutional faculty exit and retention survey](#) with other research universities in an effort to better understand the compelling factors in faculty members' decisions to stay or depart the University.
- *Works*, the online faculty activity reporting system, is being implemented across the University. *Works* will provide, in a more uniform fashion, information about the full range of faculty activity, including service, research, teaching, and public and international engagement. *Works* will help departments and colleges generate reasonable comparisons of faculty activity.

If you have questions about these guidelines, please contact Ole Gram, gram@umn.edu.

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 us know.