

UNIVERSITY OF MINNESOTA

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To: Twin Cities Deans and College HR Directors

From: Rachel T.A. Croson, Executive Vice President and Provost
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C: Ken Horstman, Vice President for Human Resources
Douglas Peterson, General Counsel
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Subject: Guidelines for Faculty Salary Equity Review Process for Tenured and
Tenure-Track Faculty.

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

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. The University 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 combined with other established salary equity review processes have resulted in several hundred salary adjustments for 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/facultysalaries>. 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.

- 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 of 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.
- Develop internal guidelines and processes for salary equity reviews of contract/term faculty as well as P&A teaching specialists and lecturers, using internal and market data to make comparisons among people in those positions.

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 also participated 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* makes comparisons of faculty activity reports more transparent by using a uniform activity reporting template. *Works* provides information about the full range of faculty activity, including less visible faculty contributions to the University's mission.

If you have questions about these guidelines or request consultation about the SERC process, 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.