

February 21, 2018

To: Twin Cities Deans

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

C: Kathryn Brown, 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  
Salary Scatterplots

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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 for 2017-18.

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. These SERCs were charged with conducting reviews of the salaries in all collegiate departments and recommending to the dean 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.

In 2014-15, recommendations of the collegiate SERCs resulted in 83 salary adjustments for selected faculty across 12 colleges. Equally important, many SERCs recommended ways to prevent future salary inequities.

During FY18, 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. To assist in this review, attached to this memo are scatterplots of salary data for all of your tenure-initiating

departments. Colleges may augment and/or produce their own data displays with updated salary and appointment information. Additionally, if a particular 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 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.

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 expected to conduct promotional reviews of associate professors every four years (or more frequently). These promotional reviews are partly intended to convey the expectation, expressed in the 2007 revision of the tenure regulations, that associate professors should aspire to full promotion. Most significantly, the requirement to conduct such reviews is meant to ensure that promotional reviews of all associate professors happen on a regular basis.
- [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* should help departments and colleges generate reasonable comparisons of faculty activity.
- The Office of Equity and Diversity offers workshops and training on implicit evaluation bias (and best practices in conducting national scale searches).
- The Provost's Office collects annually 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. Starting this year we are also participating in a [multi-institutional faculty exit and retention survey](#) with other research universities in an effort to understand better the compelling factors in faculty members' decision to stay or depart the University.

If you have questions about these guidelines, please contact Ole Gram, [gram@umn.edu](mailto: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 me know.