

Faculty Affairs Staff Meeting

AUGUST 8, 2018

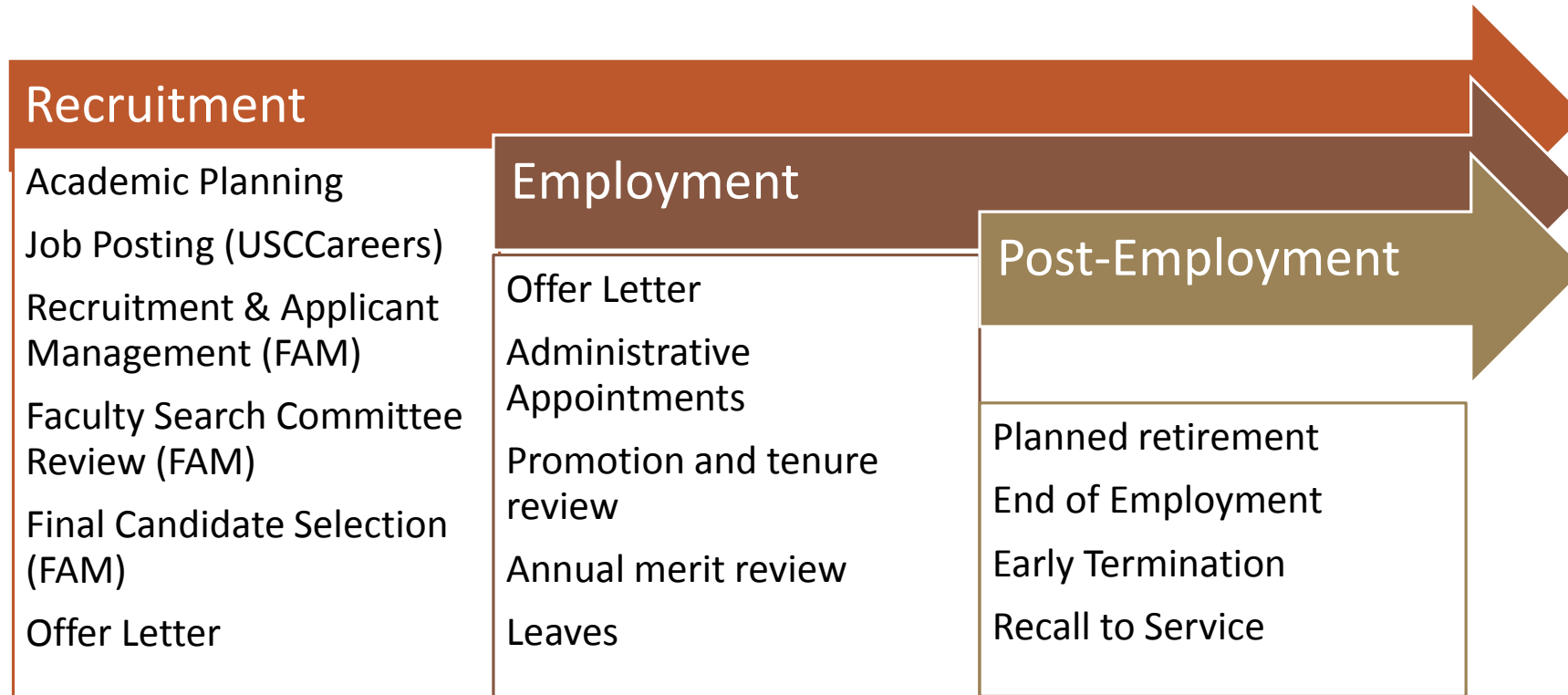
Agenda

- 1 Introductions & Welcome**
- 2 Overview of Fall Calendar of Events**
- 3 Faculty Recruiting Update:**
 - Dispositioning Candidates – Patrick Noonan**
 - FAM Updates –Jacob Kroeze, Donna Garcia**
- 4 Faculty Employment Best Practices – Debora Chan-Southwell**
- 5 Working Session – Challenges to efficient faculty hiring**
- 6 Working Groups Report Out**
- 7 Q&A - Open Forum**

Faculty Affairs Events – Fall 2018

- | | |
|---------------------|---|
| July 18 | Faculty Affairs Staff Focus on Recruiting Compliance |
| August 8 | Faculty Affairs Staff Focus on Policy, Documentation, Best Practices |
| Sept-October | Deans of Faculty |
| | Faculty Search Committee Chairs |
| | Department Chairs |
| Oct-Nov | Faculty Affairs Staff – Faculty Recruiting Processes & Documentation |

Faculty Career Lifecycle



Reminder: Academic Recruiting

- All USC faculty hiring is subject to applicable federal, state and local employment regulations and university policies.
- Candidates for faculty hire must be selected from applicants responding to approved faculty positions posted at USCCareers.usc.edu.
- All candidate applications must be submitted, reviewed and dispositioned in FAM, the USC faculty applicant management system, as part of an open, competitive, peer review search process..

External Job Sites & Job Postings

USC is an equal opportunity, affirmative action employer. All qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, national origin, protected veteran status, disability, or any other characteristic protected by law or USC policy. USC will consider for employment all qualified applicants with criminal histories in a manner consistent with the requirements of the Los Angeles Fair Chance Initiative for Hiring ordinance.

OED Website: <https://equity.usc.edu/affirmative-action-and-vets-100-compliance/>

Exceptions to Academic Recruiting: Waiver of Posting

- Exceptions to faculty recruitment, search and review processes are rare and require provost approval in advance of extending an offer of employment.
- Requirements:
 - Form
 - CV
- Exceptions (Academic Recruiting – Exceptions FAQ memo 4.12.12):
- <https://deans.usc.edu/files/2012/08/Academic-Recruiting-Exceptions-FAQ.pdf>

Dispositioning Candidates

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What is Dispositioning?

Practically:

- A code that indicates how the recruiter considered a candidate
- Brief reasoning behind non-selection
- A way to sort candidates and manage applicant flows

What is Dispositioning?

Critically:

- Determines who is/is not an applicant (Internet Applicant Rule)
- Determines what information/data gets reported
- Provides an initial description of what led to your hiring decision
- When it is missing, allows a presumption re: your motives

Also:

- The carrot to let you close out the requisition in Workday

FAM Updates

JACOB KROEZE

DONNA GARCIA

Diversity Survey

We are required, as a federal contractor, to track the demographics of our applicant pools. Please select the categories with which you most identify.

The University of Southern California (USC) does not discriminate based on any protected group status. We appreciate you providing the information below. The information you provide will be kept confidential and will not be shared with this posting's review committee.

Invitation to Self-Identify Gender, Race, and Ethnicity

The categories listed below are consistent with federal reporting requirements. A definition of the categories is linked to the values listed below. Please select the category that you most identify with, or for which you believe most people would identify you.

Gender

- Male
- Female
- Non-Binary
- Decline to state

FAM -> Workday

WORK IN PROGRESS: FAM HIRE INFORMATION “INTEGRATES” TO
WORKDAY

Dual Career Hires

[DEBBIE]

Faculty Appointments & Employment Agreements

Tenure-Track /Tenured Activity Profile

Faculty Handbook 3-B(2)(a) provides: The average activity profile of a full-time tenure-track or tenured faculty member is approximately 35-45% each of teaching and research and 5-15% of service. (Some schools prefer to express the average profile as 3/9 - 4/9 each of teaching and research and 1/9 of service.) Although actual percentages may vary depending on the needs of the faculty member's academic unit, it is expected that each tenured and tenure-track faculty member will make a significant contribution in each of the three areas of responsibility, except that a research-only profile for a tenured or tenure-track faculty member may be established, only on a temporary basis and only with the Provost's approval.

Teaching-track, research-track, clinical-track, practitioner-track, and librarian faculty will have a different activity profile depending on the needs and expectations of the academic unit in which they serve. The specific nature of a faculty member's teaching, research, and/or clinical service to the University may be adapted in accordance with the demands of the specific academic unit, or the terms of a particular faculty member's established profile, or both. The activity profile should be established through consultation between each faculty member and the dean or chair of the academic unit. Faculty members may pursue other professional activities, in accordance with University conflict of interest policies, as long as these endeavors do not detract from the faculty member's responsibilities to the University.

3-B(4) Contractual Conditions

Contracts or letters shall be issued to all faculty, by the appropriate University officer, specifying academic rank and title, salary, any change in tenure status, starting and ending dates for all appointments, and any change in the Tenure Decision Date (where appropriate). Any other conditions or limitations of employment also shall be given or incorporated by reference.

The President shall issue annual contracts or letters to all full-time faculty, as well as those faculty with part-time duties accorded full-time-equivalent status for University policies including benefits eligibility. The Provost or deans shall issue contracts or letters to all other faculty giving the title, salary, and terms of the appointment. **No individual is considered to have faculty status unless the President, Provost, or dean has signed a written contract or letter for that employee specifying a faculty title and other applicable conditions of the Handbook are met;** however, academic staff- as listed in section 4-B (2)(h) of Chapter 4 are not designated as faculty.

4-B (2)(g) Voluntary Faculty

Voluntary Faculty receive the job title “Adjunct Professor of <*discipline*>”; in the medical school, “Adjunct Clinical Professor of <*discipline*>”.

4-B(2)(h) Academic Staff

For individuals of special expertise, renown or promise, or who teach specialized subject matter, who teach or do research on a temporary or long-term basis and who are not members of faculty:

- Research Scientist
- Artist in Residence, Executive in Residence, Scholar in Residence, Writer in Residence, or similar titles;
- Postdoctoral Scholar, Postdoctoral Fellow, Postdoctoral Research Associate, Postdoctoral Teaching Fellow;
- Visiting Scholar, Visiting Critic, or similar titles.
- Senior Fellow.
 - For assistants and associates: Teaching, Laboratory, and Research Assistants or Associates, and Assistant Lecturers
 - For those who teach only in continuing education or other programs that do not carry USC credit toward a degree: Teacher
 - For full-time staff employees approved to teach a course: Part-time Lecturer, or Adjunct Professor (at appropriate rank)

4-B(2)(h) Academic Staff

Other non-faculty titles as appropriate.

The Provost may approve other titles as appropriate. With the approval of the Provost, the modifier “Distinguished” may be added to any of these titles.

4-B (3)(c) Academic Staff

Academic staff titles are set out in Section 4-B (2)(h), and those in the categories listed there have staff (or student or postdoctoral) status and are not designated as faculty. Such titles are conferred by the dean or Vice President of an academic unit, who will issue to the individual a letter stating title and responsibilities, and will inform the Provost of the conferring of this designation and its duration. These individuals have privileges for the use of the libraries and other research facilities, eligibility for parking, bookstore privileges, and office space as available.

4-B (3)(d) Special Designations (Faculty)

The following special designations that modify faculty titles may be used. Appointments are made by the President. For positions within a school, the appointment will follow a review of qualifications and recommendation by the dean and an appropriate school faculty committee. For positions that transcend any one school, the appointment will follow a review of qualifications and recommendation by the Provost and an appropriate university-wide faculty committee, such as a panel of the University Committee on Appointments, Promotions and Tenure or a committee of University Professors and Distinguished Professors.

4-B (3)(d) Special Designations (Faculty)

DISTINGUISHED PROFESSOR

- Awarded on a very selective basis to those few professors in the University who have brought special renown to the University through their accomplishments

UNIVERSITY PROFESSOR

- Awarded to a small number of professors who, because of their multi-disciplinary interests and significant accomplishments in several disciplines, qualify for an appointment that transcends any single field of study. Generally, a faculty member accorded this title also has a tenured faculty appointment in a specific academic unit.

NAMED PROFESSOR OR CHAIR

Awarded to a distinguished faculty member in a specific discipline or interdisciplinary area who is supported wholly or in part by funds given for this purpose. Named positions are occasionally established by the University on an honorary basis, without funding. This designation is generally made on a one-year or other short-term basis, subject to renewal depending on the practice and customs of the school in which the appointment is made and subject to University policy and the terms of the President's approval of the appointment.

4-B (3)(d) Special Designations (Faculty)

CLINICAL SCHOLAR

- 4-B (2)(c) - For individuals who have gained high scholarly or artistic distinction in their fields, primarily engaged in clinical, creative, or professional practice, teaching or research, but whose effort profile or type of research or creativity differs from that of tenured faculty. It is a high honor that may be awarded by the President of the University on evidence of leadership and impact in the field after recommendation by a school committee and dean, and the University Committee on Appointments, Promotions and Tenure. It is equal in status and dignity with tenure though without the employment guarantees of tenure. It is differentiated from the clinical titles mentioned below.
- Professor of <discipline> (Clinical Scholar) - may be listed publicly as Professor of <discipline>; Professor of <discipline> (Clinical Educator); Artist in Residence; in the law school, Professor of Law.

IN RESIDENCE

- The following titles and similar ones are appropriate for faculty members with special expertise or renown:
 - Artist in Residence
 - Executive in Residence
 - Scholar in Residence
 - Writer in Residence

4-B (2)(e) Visiting Faculty

For individuals on temporary appointment who are: (a) on leave from another university or college; (b) on leave from industry, government, an artistic career, or the professions; or (c) citizens of another country limited by their visas to temporary service, and who also satisfy either clause (a) or clause (b). Not appropriate for other faculty who are hired on a short term or temporary basis. Appointed for up to one year. May be renewed for up to a second year by permission of the Provost.

4-B (2)(f) Part-Time Faculty

For individuals with part-time appointments, without tenure and not subject to the up-or-or out rules for tenure:

(a) Lecturer (part time);

(b) for those whose USC faculty role is adjunct to a primary position or career, Adjunct Lecturer, Adjunct Professor of <discipline>; in the medical school, Adjunct Professor of Clinical <discipline>.

OFFER LETTERS

When to issue Word Offer Letters

When a tenured or tenure track full-time faculty member is first hired

When an RTPC full-time faculty member is first hired AND for each subsequent term

When an RTPC part-time faculty member is first hired

- Each subsequent contract is issued out of FSMS

Word Offer Letter Reminders

Calculating IBS for 9-month faculty with admin appointments

Including vacation language for 12-month faculty

When to Enter Contracts in FSMS

When Word Offer letters are issued, the FSMS contract should be entered simultaneously*

*For new faculty hires, the new faculty member's identity must be created in Workday and appear in FSMS before the employment terms can be entered.

Dean's Module

Full-time research faculty

Part-time exempt faculty

Part-time non-exempt faculty

MID-YEAR CHANGES

Dean's approval

First fall course overload or first fall service overload

First spring course overload or first spring overload

Non-degree teaching and continuing education teaching

Summer Pay

Summer Research

3-D (2)(a) Compensation Components

SUMMER TEACHING. Members of the full-time faculty are given first option to teach courses offered by their departments during the Summer Session. Full-time faculty on academic year appointments may receive up to 3/9 of their core pay from non-grant funds during the summer months, subject to the approval of their dean.

SUMMER RESEARCH. The United States government and some private agencies do not permit extra compensation or overload payment during the academic year on grants or contracts. No overload payment is permitted for research by faculty with fiscal year period of service. For faculty with academic year period of service, grants and contracts may provide for additional earning during the summer at the same monthly rate as during the academic year. Payment for more than 11 months service for academic year faculty is permitted only when approved by the awarding agency, and the arrangement should be included in the proposal to the government or private agency concerned.

3-D (2)(a) Compensation Components

OTHER SUPPLEMENTAL SALARY AND ADMINISTRATIVE STIPENDS. Full-time faculty members on academic year or fiscal year appointment may receive extra compensation from non-grant funds, subject to the approval of the Provost.

- **ISSUE: PART-TIME FACULTY IN ADMINISTRATIVE APPOINTMENTS**

INSTITUTIONAL BASE SALARY. Administrative stipends and other supplementary salary, along with core salary, as established annually by the Provost are part of institutional base salary as specified by the Compliance office.

3-D (2)(b) Compensation Changes

Merit-based increases in core salary of continuing active faculty are considered annually as part of the salary setting process. University policies and guidelines deal with the merit evaluation of faculty, including the participation of a faculty committee. No cuts in the contractual University core salary of continuing active full-time tenured faculty members or continuing active full-time untenured faculty members during the term of an existing annual appointment or a contract shall be made except by the Provost and then only (a) for bona fide financial reasons short of financial exigency, pro rata applying an equal percentage to all continuing active full-time tenured and untenured faculty in the school or (b) for adequate cause (not for financial exigency) with the protections provided in Chapter 6 or Section 8-B of Chapter 8 or (c) in accord with contractual terms or express agreement with the faculty member. These cuts are not to exceed 10%, for violation of the policy on Providing a Safe Educational and Work Environment, Chapter 6, or not to exceed 10% for adequate cause (as defined in the first sentence of Section 8-C of Chapter 8), not necessarily serious enough to warrant dismissal, after recommendation by a faculty committee. In each case the cut will be subject to annual review. This paragraph does not override provisions on reduction in salary elsewhere in the Handbook.

One-Step Up Consulting

For administrative appointments, administrators should “consult one step up” before making decisions on appointment, compensation, and termination or non-reappointment.

Deans, vice presidents, vice provosts and directors who report directly to the provost should consult with the provost (or the provost’s designated representative) before initiating any hiring, compensation change, dismissal, or non-reappointment. As part of that consultation, the proposed offer letter or agreement should always be sent to the provost or designated representative before it is signed.

Using Exhibit A

Exhibit A is not used to add new terms or appointments

Use the “Pink Sheets” to standardize language

LEAVES

3-E Leaves of Absence

Failure to return to work after one year on leave or absent from duty may be a basis for termination of employment by the President or Provost without formal proceedings, unless the Provost approves an extension. Most types of leave are granted for one semester, or one year as a maximum.

3-E(2) Sabbatical Leave

Sabbatical leave may be granted to faculty members after either six years or six semesters of accrued full-time service at the University. Deans and directors should take into consideration the following factors when making recommendations to the Provost:

- A definite and well-defined research or study program (3-E(2) I).
- A faculty member on sabbatical leave should not engage in other activities for remuneration that would intrude on his or her sabbatical research (3-E(2) IV).
- It is expected that the faculty member will return to the University for at least one year after sabbatical (3-E(2)VI).
- A final report shall be provided to the dean or director upon the faculty member's return (3-E(2)VII).
- Normally, sabbatical leave is taken immediately following the period of service to which the leave relates. The sabbatical privilege may not be accumulated; e.g., after 12 years, a sabbatical of two academic years may not be taken (3-E(2)VIII)

Provost's memo on sabbatical leaves

Deans should take into consideration the following requirements when making recommendations to the Provost:

- A definite and well-defined research or study program must be submitted for approval. A candidate should indicate what the prospects of completion of the project will be.
- A faculty member on sabbatical should not engage in other activities for remuneration that would intrude on his or her sabbatical research. The request for approval should state what paid activities will be undertaken.
- A faculty member on sabbatical may continue grant-funded research but may not engage in compensated teaching, neither at USC nor elsewhere, except with written advance approval of the Provost.
- A final report shall be provided to the dean upon the faculty member's return.

Deferred or Early Sabbaticals

Advance written approval from the Provost is required. A department may recommend to the dean exceptions to the usual timing to:

- 1) facilitate the faculty member's research or study during sabbatical or
- 2) to meet the needs of the department, school or University.

Using such an exception with advance approval of the Provost does not affect the calculation of the period of service to which the leave relates. For example, if a sabbatical is taken a semester early, it would be 13 semesters until the faculty member is next eligible.

Faculty with Admin Appointments

Contractual administrative appointments

- Faculty with approved and documented administrative appointments continue to accrue eligibility for sabbaticals and school-paid leaves during the term of that appointment; the limits on accrual and accumulation mentioned in Section 3 are waived.
- Sabbaticals and leaves may be postponed for as long as the administrative appointment lasts, **up to a three-year assignment**
- Longer postponements due to administrative appointments require Provost approval.
- At the time such faculty do not take sabbatical leave, the faculty core portion of compensation may be charged to the usual sabbatical pool.

Topping Up Leaves

Schools that regularly top up mini-sabbaticals or year sabbaticals to full pay should be labeled “[mini/year] sabbatical and school-paid leave”.

Schools that add research pay to top up sabbaticals should label the leave as “[mini/year] sabbatical and research leave”.

Academic and Family Life Balance

DEFINITIONS

- “Child” means a biological or adopted child of the faculty member or faculty member’s spouse or partner, who lives with the faculty member and is under 6 years of age. Any accommodation under Chapter 9 of the Faculty Handbook for “child or children” IS AVAILABLE ONCE, no matter how many children.
- “Primary caregiver” of a child means the parent who has the greater childcare responsibility, if such responsibility interferes substantially with academic responsibilities, and the child is not cared for more than half-time by a spouse, partner or childcare provider, and the parent is the sole caregiver for the newborn or newly-adopted child for half-time during the work week.
- “Faculty” includes all benefits-eligible faculty, except where a provision specifically refers to probationary faculty.

Paid Parental Leave

A full-time faculty member is entitled to receive a ten-week paid parental leave in connection with the birth or adoption of a child, if the faculty member is the primary caregiver of the child (or will be, immediately following the birth). When this ten-week paid parental leave is taken within a single semester, the faculty member will have no classroom teaching assignments during that entire semester. For the timing of the leave, coordination with other leaves and benefits, and other conditions, see Section 9-G, below.

9-B Family Responsibilities

To accommodate family responsibilities, including caring for a child or an aged or ill relative, the Provost may approve

- (1) part-time leave, with reduced duties at proportionate compensation, up to two years.
- (2) unpaid leave of absence, up to one year, to run concurrently with any leave provided by law.
- (3) modified responsibilities, up to two years, where the faculty member is given special consideration as to assignments of substantial service, large classes, night classes, and new course preparations.

See also Section 9-G (1).

9-C Childcare – Probationary Faculty

To accommodate the special responsibilities of the probationary period with the demands of childrearing, a probationary faculty member who is the primary caregiver of one or more children,

(1) shall be entitled to a half-time leave, with half-time duties at half pay, up to a maximum of two years.

(2) may request, as an alternative to part-time leave, a reduced teaching and service load for up to a maximum of two years (so that there is a total two course reduction or equivalent over that period, including application of Section 9-A), without reduction in pay, subject to the approval of the Provost.

(3) as another alternative to part-time leave or a reduced teaching and service load, may request a limited period of assistance such as provision of a laboratory technician or teaching assistant, subject to the approval of the Provost.

See also Sections 9-AA and 9-G (1).

9-G Coordination of PPL

- (1) Leave and benefit provisions under this Chapter are to be fully coordinated with each other and other leave and benefit provisions, so as to avoid duplication. No more than one of the accommodations mentioned in Section 9-C is provided for caregiving for a child or children. **It would be unusual to approve an accommodation based on caregiving for a child or children under Section 9-B in addition to an accommodation under Sections 9-C.**
- (2) Accordingly, paid parental leave will run concurrently with any leave provided by law in connection with the birth or adoption of a child. Similarly, when a faculty member is eligible to receive maternity-related disability benefits or paid family leave benefits while on leave connected with the birth or adoption of a child, the paid parental leave will run concurrently and supplement the benefits that the individual would be entitled to receive, so as to equal full pay for up to ten weeks.
- (3) A faculty member's commencement of any leave or benefit with which paid parental leave is to be coordinated under this Chapter, whether before or after the birth, will be deemed a notification that the member is exercising his or her entitlement to paid parental leave, subject to appropriate documentation satisfactory to the Provost. If a faculty member has commenced paid parental leave but does not exhaust his or her entitlement to ten weeks, subsection (4) applies to the remainder of the entitlement.

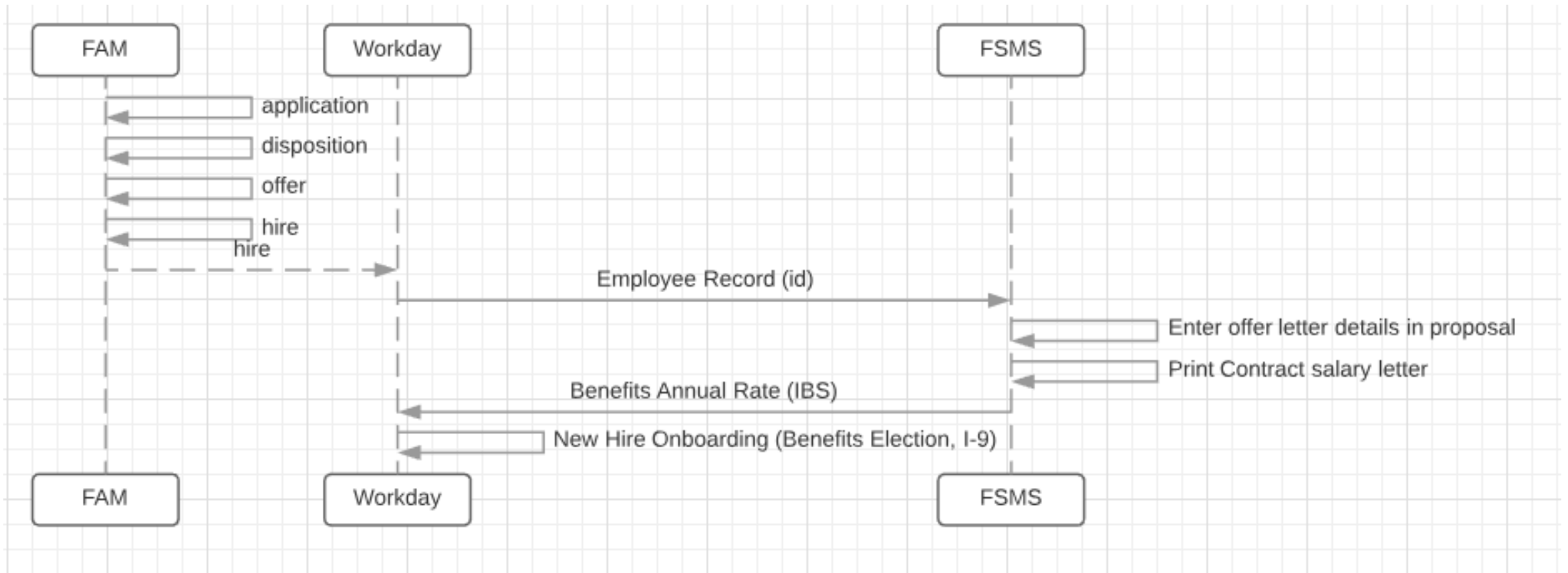
9-G Coordination of PPL

(4) The remaining paid parental leave shall be scheduled as mutually agreed between the faculty member and his or her Dean, in situations where the faculty member is not eligible for, or has exhausted, maternity-related disability benefits, leave provided by law, and paid family leave benefits, but has not exhausted his or her entitlement to ten weeks paid parental leave under this policy.

- The Dean's agreement on the scheduling of the parental leave under this subsection (4) will be based on the academic needs of the School.
- In all cases the paid parental leave shall be concluded within one year of the birth or adoption of the child.
- Paid parental leave is not convertible to a cash benefit under any circumstance.

(5) If a second parent is a University faculty member who qualifies as the primary caregiver at some point within the first year after the child's birth or adoption, the second parent to qualify is also entitled to a ten-week paid parental leave, subject to the conditions and coordination stated above, but does not have an entitlement under other provisions of this Chapter.

RESIGNATION & RETIREMENT



Hiring: Who does what?

Work Group Report Out

Each working group (table) reports their findings to the group.

Q&A – Closing Thoughts
