



Policy Approved by Senate  
December 5, 2019

**UNIVERSITY SENATE**  
[www.sandiego.edu/senate](http://www.sandiego.edu/senate)

**From:** Dr. Aarti S. Ivanic  
**To:** Dr. James T. Harris III  
**Cc:** Ms. Megan Mazza, Dr. Thomas Herrinton, Dr. Saturino Garcia  
**Date:** 12-12-2019  
**Re:** Faculty Salary Policy – Request for Approval

---

Dear Dr. Harris,

The University Senate discussed on 11-21-19 and 12-5-19 a Faculty Salary Policy proposed by the Faculty Salary Committee, chaired by Dr. Thomas Herrinton. The committee included: Dr. Alyson Ma (Business faculty), Dr. Laurence Claus (Law faculty), Dean Chell Roberts (Engineering), Karen Briggs (Human Resources), and Vlad Bolsakov (Assistant Dean, SOLES).

Several amendments were made to the proposed policy the most substantive of which were 1. Inclusion of the Library faculty as part of the policy; 2. Inclusion of language to ensure meaningful shared governance.

The Faculty Salary Policy was approved on 12-5-2019 with the following vote: In favor: 25, Opposed: 0, Abstain: 5. The policy is now presented to you for your approval.

Please do not hesitate to reach out to me should you have any questions.

Best wishes,

Aarti Ivanic | University Senate Chair | Associate Professor of Marketing

## FACULTY SALARY POLICY

The faculty carry out core responsibilities of teaching, scholarship, and service that are the heart of the mission of the University of San Diego. Competitive salaries that attract, reward, and retain high quality faculty members are essential to maintaining and increasing its academic quality. Additionally, as a non-profit Catholic institution, the University seeks to pay faculty members a just and livable salary.

For these reasons, the University has decided to establish a unified faculty salary policy. This policy shall be transparent, promote and reward excellence, and, subject to the University's financial capacity, seek to provide competitive salaries that take into account the geographic and economic realities of San Diego and the disciplines of the faculty, including salary increases at promotion. The policy applies only to the nine-month base salary of tenured and tenure-track faculty members with terminal degrees, as well as to the twelve-month base salary of tenured and tenure-track librarians with faculty rank. It does not apply to additional contracts for added responsibilities, stipends, summer funding, awards such as University Professorships, or additional salary due to holding an endowed chair. It also does not apply to tenure line faculty lacking terminal degrees, non-tenure line faculty, faculty on phased retirement, or current or former administrators with faculty rank.

Every five years a University-wide Task Force shall be appointed by the Provost in consultation with the University Senate Chair and charged with reviewing the current salary framework and making recommendations for the next five year period. At each of these times there will be an analysis of gender equity, and adjustments will be made as needed to achieve gender equity consistent with discipline, performance, rank, and years of service. The Task Force shall recommend selection criteria for benchmark institutions to the Provost and, upon approval, use these to generate a list of benchmark institutions to be used in salary benchmarking. The College and the Schools shall each have the opportunity to recommend additional benchmark institutions. The Task Force, in consultation with the Deans, shall then recommend the final list of benchmark institutions to the Provost. The Provost has final approval of the list and may approve all or part of the benchmarking list.

The Task Force will use salary information from the approved benchmark institutions in constructing the salary framework, recognizing as appropriate disciplines within and across the College and the Schools. The framework will be anchored in USD's geographically adjusted market, with additional adjustments by unit as needed and as justified by the Task Force. The Task Force shall also review the promotion increases and make recommendations for these amounts in alignment with the aforementioned framework. The proposed framework and all proposed Task Force recommendations will be submitted to the University Senate for its comments, which will be considered by the Task Force before they are sent to the University. The University will accept, reject or accept with modifications the Task Force's proposed framework and recommendations. If the University rejects or modifies any Task Force proposal, the University will communicate the reasons for the action to the Senate and to the Task Force.

When a new framework is established, new faculty members' salaries shall be based on the new framework and existing faculty members' salaries will be transitioned into the new ranges over time, taking into account performance, rank, years of service, and the University's financial capacity.

The ranges in the framework will be adjusted annually as recommended by Human Resources, presented to the University Senate, and approved by the President. There will be an annual merit pay process with a salary pool based upon the University's finances and strategic priorities. The criteria for merit pay are the same as for promotion and tenure. Both performance and current salary relative to the mid-point of the current salary range shall be considered in merit pay determinations. In appropriate circumstances the salary of an individual faculty member may be outside of the applicable range upon recommendation of the Dean and approval of the Provost. A yearly report of actual salary ranges will be shared with the University Senate.

Approved: 12-5-2019

Vote: 25-0-5

President's Response to Senate  
February 4, 2020



OFFICE OF THE PRESIDENT  
Hughes Administration Center, 222  
5998 Alcalá Park  
San Diego, CA 92110-2492  
P: (619) 260-4520  
F: (619) 260-6833  
www.sandiego.edu

**MEMORANDUM**

TO: Aarti S. Ivanic, PhD  
Chair, University Senate

FROM: James T. Harris III, DEd  
President

DATE: February 4, 2020

SUBJ: **FACULTY SALARY POLICY**

Thank you for sending me the Senate resolution for the proposed faculty salary policy. As you know, addressing the issue of faculty salaries has been a concern of the Senate for many years and I am pleased that due to the priorities identified through *Envisioning 2024*, we are now at the point where we can start to implement a plan that had broad faculty participation and was a model of consultation and shared governance in its creation. Please thank the Senate for their patience and support of this important initiative.

I have reviewed both this policy and the original version proposed by the Faculty Salary Policy Writing Committee with our legal counsel as well as Provost Baker. For the most part, we agree with the contents of the proposed policy, however, there are parts where we have concerns.

There are three substantive changes that the Senate made to the original version. The first of these is the inclusion of the Library faculty in the policy. This is a good change and I appreciate and fully endorse the inclusion of Library faculty in the new policy.

The second change, not mentioned in your memorandum, is the inclusion of the second sentence of the third paragraph, which reads "At each of these times there will be an analysis of gender equity, and adjustments will be made as needed to achieve gender equity consistent with discipline, performance, rank, and years of service." This sentence seems to have just been inserted into this paragraph without context and without being part of a larger effort to address gender inequities that may exist at the University of San Diego. Instead of including this in the new policy, I would recommend that the question of gender equity in salaries be taken up by the current Faculty Gender Equity Working Group as part of its work, and hence I think this sentence should not be included in this policy.

The issue that I am most concerned about is the substitution of the last two sentences of the fourth paragraph for the original single final sentence from the policy writing committee. While I understand that the Senate wants to be fully engaged in meaningful shared governance, it seems to me that this sentence

Faculty Salary Policy  
February 4, 2020  
Page two of two

runs contrary to the principles of shared governance as have been practiced at USD in the past. The Senate is a legislative body and should be fully engaged in the creation of a salary policy. However, the creation of a salary framework is an administrative task. Consultation with the Senate Chair occurs in the appointment of Task Force members. Subsequently, there is no basis for the Senate to have any authority or role in the creation of salary frameworks. This administrative function should be carried out by the Task Force with the approval of the administration. As currently written, the policy seems to be a significant change in the well-established protocols of shared governance at USD. My recommendation is that the original language be restored.

Based upon the above, I do not support the policy as currently written and am returning this version of the policy to the Senate.

cc:

Provost Gail F. Baker  
Vice Provost Thomas Herrinton  
Associate General Counsel Megan Mazza  
Associate Professor Saturnino Garcia

## Proposed Changes Sent from EC to President - March 2020

### FACULTY SALARY POLICY

The faculty carry out core responsibilities of teaching, scholarship, and service that are the heart of the mission of the University of San Diego. Competitive salaries that attract, reward, and retain high quality faculty members are essential to maintaining and increasing its academic quality. Additionally, as a non-profit Catholic institution, the University seeks to pay faculty members a just and livable salary.

For these reasons, the University has decided to establish a unified faculty salary policy. This policy shall be transparent, promote and reward excellence, and, subject to the University's financial capacity, seek to provide competitive salaries that take into account the geographic and economic realities of San Diego and the disciplines of the faculty, including salary increases at promotion. The policy applies only to the nine-month base salary of tenured and tenure-track faculty members with terminal degrees, as well as to the twelve-month base salary of tenured and tenure-track librarians with faculty rank. It does not apply to additional contracts for added responsibilities, stipends, summer funding, awards such as University Professorships, or additional salary due to holding an endowed chair. It also does not apply to tenure line faculty lacking terminal degrees, non-tenure line faculty, faculty on phased retirement, or current or former administrators with faculty rank.

Every five years a University-wide Task Force shall be appointed by the Provost in consultation with the University Senate Chair and charged with reviewing the current salary framework, examining our compliance with our non-discrimination policy, and making recommendations for the next five year period. ~~The Task Force shall recommend selection criteria for benchmark institutions to the Provost and, upon approval, use these to generate a list of benchmark institutions to be used in salary benchmarking. The College and the Schools shall each have the opportunity to recommend additional benchmark institutions. The Task Force, in consultation with the Deans, shall then recommend the final list of benchmark institutions to the Provost. The Provost has final approval of the list and may approve all or part of the benchmarking list.~~

The Task Force will use salary information from the approved benchmark institutions in constructing the salary framework, recognizing as appropriate disciplines within and across the College and the Schools. The framework will be anchored in USD's geographically adjusted market, with additional adjustments by unit as needed and as justified by the Task Force. The Task Force shall also review the promotion increases and make recommendations for these amounts in alignment with the aforementioned framework. The proposed framework and all proposed Task Force recommendations will be submitted to the University Senate for its comments, which will be considered by the Task Force before they are sent to the University. The framework and all Task Force recommendations shall be subject to review and approval by the University. The final framework will be shared with the faculty.

When a new framework is established, new faculty members' salaries shall be based on the new framework and existing faculty members' salaries will be transitioned into the new ranges over time, taking into account performance, rank, years of service, and the University's financial capacity.

**Commented [AI1]:** We are in the process of looking at gender equity in compensation in our Gender Equity task force. As we discussed this in the Senate EC, there was a sentiment to ensure that this happens at least every five years. Additionally, it is important that this goes beyond gender and includes protected classes so we just refer to our non-discrimination policy.

**Deleted:** At each of these times there will be an analysis of gender equity, and adjustments will be made as needed to achieve gender equity consistent with discipline, performance, rank, and years of service.

**Commented [AI3]:** Original language restored.

**Commented [AI4]:** This is an addition which ensures a closed feedback loop which is essentially all we want.

**Deleted:** The University will accept, reject or accept with modifications the Task Force's proposed framework and recommendations. If the University rejects or modifies any Task Force proposal, the University will communicate the reasons for the action to the Senate and to the Task Force.

The ranges in the framework will be adjusted annually as recommended by Human Resources, presented to the University Senate, and approved by the President. There will be an annual merit pay process with a salary pool based upon the University's finances and strategic priorities. The criteria for merit pay are the same as for promotion and tenure. Both performance and current salary relative to the mid-point of the current salary range shall be considered in merit pay determinations. In appropriate circumstances the salary of an individual faculty member may be outside of the applicable range upon recommendation of the Dean and approval of the Provost. A yearly report of actual salary ranges will be shared with the University Senate.

Approved: 12-5-2019

Vote: 25-0-5

## President's Response to EC - May 8, 2020

---

**Proposed Faculty Salary policy**

1 message

---

**James Harris** <jtharris@san Diego.edu>  
To: Aarti Ivanic <ivanic@san Diego.edu>  
Cc: Gail Baker <gfbaker@san Diego.edu>

Fri, May 8, 2020 at 4:59 PM

Dear Dr. Ivanic

I wish to thank you and the Senate for your continued good work on the proposed Faculty Salary policy. I have reviewed the two changes you forwarded to me and they mostly address my concerns.

More specifically, I agree completely with the second proposed change, found in the fourth paragraph of the document.

With regard to the important issue of gender equity in faculty salaries I would propose a slightly different approach. Rather than have the task force look at this issue, I think this is a task that Human Resources should undertake. HR has expertise in doing salary comparisons and it has access to the salary and career history information of individual faculty members that is needed to evaluate salary gender equity. Therefore, in place of the proposed language in the third paragraph ("examining our compliance with our non-discrimination policy") I prefer to omit that clause and instead add a stand alone sentence that reads "Concurrently, Human Resources will examine faculty salary data to ensure compliance with USD's non-discrimination policies."

Peace  
Jim

--

James T. Harris III, DEd  
President  
University of San Diego  
5998 Alcala Park  
San Diego, CA 92110  
Phone: 619-260-4520  
Fax: 619-260-6833

Follow me on:  
Twitter @USDpres  
Instagram @usdpres



**Proposed Amendments to the Faculty Salary Policy**  
University Senate Meeting of October 15, 2020

Amendment 1 – Replace the second sentence in the third paragraph with a new sentence:

~~At each of these times there will be an analysis of gender equity, and adjustments will be made as needed to achieve gender equity consistent with discipline, performance, rank, and years of service.~~ Concurrently, Human Resources will examine faculty salary data to ensure compliance with USD's non-discrimination policies.

Amendment 2 – Replace the last sentence in the fourth paragraph with two new sentences:

~~The University will accept, reject or accept with modifications the Task Force's proposed framework and recommendations. If the University rejects or modifies any Task Force proposal, the University will communicate the reasons for the action to the Senate and to the Task Force.~~ The framework and all Task Force recommendations shall be subject to review and approval by the University. The final framework will be shared with the faculty.

(The policy as approved by the Senate on December 5, 2019 is found below with the proposed amendments.)

---

FACULTY SALARY POLICY

The faculty carry out core responsibilities of teaching, scholarship, and service that are the heart of the mission of the University of San Diego. Competitive salaries that attract, reward, and retain high quality faculty members are essential to maintaining and increasing its academic quality. Additionally, as a non-profit Catholic institution, the University seeks to pay faculty members a just and livable salary.

For these reasons, the University has decided to establish a unified faculty salary policy. This policy shall be transparent, promote and reward excellence, and, subject to the University's financial capacity, seek to provide competitive salaries that take into account the geographic and economic realities of San Diego and the disciplines of the faculty, including salary increases at promotion. The policy applies only to the nine-month base salary of tenured and tenure-track faculty members with terminal degrees, as well as to the twelve-month base salary of tenured and tenure-track librarians with faculty rank. It does not apply to additional contracts for added responsibilities, stipends, summer funding, awards such as University Professorships, or additional salary due to holding an endowed chair. It also does not apply to tenure line faculty lacking terminal degrees, non-tenure line faculty, faculty on phased retirement, or current or former administrators with faculty rank.

Every five years a University-wide Task Force shall be appointed by the Provost in consultation with the University Senate Chair and charged with reviewing the current salary framework and making recommendations for the next five year period. ~~At each of these times there will be an analysis of gender equity, and adjustments will be made as needed to achieve gender equity consistent with discipline, performance, rank, and years of service.~~ Concurrently, Human Resources will examine faculty salary data to ensure compliance with USD's non-discrimination policies. The Task Force shall recommend selection criteria for benchmark institutions to the Provost and, upon approval, use these to generate a list of benchmark institutions to be used in salary benchmarking. The College and the Schools shall each have the opportunity to recommend additional benchmark institutions. The Task Force, in consultation with the Deans, shall then recommend the final list of benchmark institutions to the Provost. The Provost has final approval of the list and may approve all or part of the benchmarking list.

The Task Force will use salary information from the approved benchmark institutions in constructing the salary framework, recognizing as appropriate disciplines within and across the College and the Schools. The framework will be anchored in USD's geographically adjusted market, with additional adjustments by unit as needed and as justified by the Task Force. The Task Force shall also review the promotion increases and make recommendations for these amounts in alignment with the aforementioned framework. The proposed framework and all proposed Task Force recommendations will be submitted to the University Senate for its comments, which will be considered by the Task Force before they are sent to the University. ~~The University will accept, reject or accept with modifications the Task Force's proposed framework and recommendations. If the University rejects or modifies any Task Force proposal, the University will communicate the reasons for the action to the Senate and to the Task Force.~~ The framework and all Task Force recommendations shall be subject to review and approval by the University. The final framework will be shared with the faculty.

When a new framework is established, new faculty members' salaries shall be based on the new framework and existing faculty members' salaries will be transitioned into the new ranges over time, taking into account performance, rank, years of service, and the University's financial capacity.

The ranges in the framework will be adjusted annually as recommended by Human Resources, presented to the University Senate, and approved by the President. There will be an annual merit pay process with a salary pool based upon the University's finances and strategic priorities. The criteria for merit pay are the same as for promotion and tenure. Both performance and current salary relative to the mid-point of the current salary range shall be considered in merit pay determinations. In appropriate circumstances the salary of an individual faculty member may be outside of the applicable range upon recommendation of the Dean and approval of the Provost. A yearly report of actual salary ranges will be shared with the University Senate.