



FACULTY HANDBOOK 2014

I hereby certify that this is the official Faculty Handbook of the University of Southern California, that it has been developed through a collegial process of consultation and review that has included the Academic Senate and the Provost's Council as specified by the policies of the Board of Trustees, that it is promulgated under authority delegated to the President of the University by the Trustees, and that it is based on the 2012 text as promulgated by the President of the University on May 20, 2012 as changed by the amendments approved by me through July 2, 2014.


Elizabeth Garrett
Acting President

July 2, 2014

Chapter 1

Introduction

The Faculty Handbook is greatly esteemed by our faculty. It contains many, though not all, of the current official policies of the University directly affecting the faculty, as established by the Board of Trustees or by the President under authority delegated to the President by the Trustees.

This 2014 edition of the Faculty Handbook includes changes since the 2012 edition. I will summarize and explain just a few of those changes in this introduction.

Because of the vital importance of safeguarding academic freedom and the tenure system, I will begin with those provisions. Our robust protection of academic freedom covers all our faculty, whether tenured or without tenure and whether full or part-time. This edition of the handbook further strengthens that protection by affirming the freedom of educational activities from undue restrictions by sponsors and donors, 3-B (1)(a).

Tenure is indispensable to the success of the institution in fulfilling its obligations to students and to society, 3-B (1)(a). USC is committed to the tenure system and tenured or tenure-track appointments are preferred whenever feasible, 4-B (4). The alternative tenure time lines available to each school are explained more clearly, 4-F (2)(c). Shifting someone from tenure-track to non-tenure-track, or retaining someone who has not achieved tenure, requires Provost's permission, 4-B (4). Tenured USC faculty may not simultaneously hold tenure elsewhere, 3-I (4).

Non-tenure-track colleagues are also invaluable to our success. Part-time appointments are generally to be avoided, 4-B (4), and adjunct titles are limited to those with one primary position elsewhere, or an equivalent artistic career, 4-B (2). So-called "freeway flyers" teaching at multiple academic institutions are not appropriate at USC. Consistent with the Academic Senate Constitution, non-tenure-track faculty actively participate in faculty governance at both the school and University level, except in matters concerning tenure, 4-C (2). Faculty committees advise the dean on appointment of untenured faculty, 4-H (2), and the procedures require approval of the Provost and the academic unit, 4-A. Schools may propose special non-tenure-track titles appropriate to their fields for those who deserve a high honor equal with tenure in status and dignity (though without the employment guarantees of tenure), 4-B (2).

Outside interests can create conflicts of interest if they affect either objectivity or a faculty member's other obligations to the University, 3-I, including time that is supposed to be spent performing University duties. There are more detailed policies on conflict of interest and conflict of commitment, as well as separate policies dealing with research, consulting, teaching, and relationships with industry, reflecting such themes as avoiding outside work that competes with any USC program, and avoiding work that may dilute USC's academic stature. There is now a process for granting permission for outside teaching in non-emergency situations, 3-I (4). While faculty were previously prohibited from

being degree candidates in the same school, that restriction is now limited to the same department or program, 3-J.

For University-wide named professorships, the review of qualifications includes an appropriate University-wide faculty committee. Whether University-wide or based in a school, the length and renewal of named professorships are subject to the terms of the specific appointment and University policy, 4-B (3)(d).

How to count prior service elsewhere in calculating the probationary period is clarified, 4-D (1)(a), while questions that are unresolved should be reviewed by the Committee on Probationary Deadlines before the appointment is extended, 4-D (1)(f). Some schools may use divisional or institute committees on appointments, promotion and tenure, in place of departmental committees, 4-H (2). In reaffirming the existing policy concerning early termination of non-tenure-track contacts, the appropriate grounds are clarified, 4-G (3). Such terminations are separate and distinct from formal dismissal under Chapter 8 or non-reappointment under 4-G (2).

Approaches to private funding sources, as well as training proposals, must follow the usual process for Government research proposals, 5-A.

Chapter 6 has been extensively revised to reflect our commitment to providing a safe educational and work environment free of sexual harassment and other forms of discrimination and harassment. Anyone who receives a complaint, believes there is discrimination, or is aware of sex-based harassment should report it at once to the Office of Equity and Diversity/Title IX Coordinator, 6-D (1)(b). Allegations of sexual harassment arising in the educational context will be considered in keeping with our commitment to academic freedom, 6-A (3). Additional rights are afforded to a faculty member facing dismissal proceedings, 6-F (3). For clarification of terms defined by Federal regulations, see the website of the Office of Equity and Diversity, <http://equity.usc.edu>.

The method to clear abandoned grievance cases is clarified, 7-C (2)(c).

Failure to meet established research or other responsibilities can be an abandonment of duty, 8-D (4).

To improve understanding of our generous policies on academic and family life balance, there is clarification of several definitions, 9-AA, as well as a better explanation how different provisions are coordinated, 9-G.

Our Board of Trustees has specifically affirmed its endorsement and support of a collegial process of consultation and review in the development of amendments to the Faculty Handbook. In language that has also long been set out in Section 2 of the Handbook, the Trustees' policy in this regard states:

The Board of Trustees endorses and supports a collegial process of consultation and review in the development of amendments to the Faculty Handbook. This process must include, at a minimum, the Academic Senate

and Provost's Council, and may also include representatives of other university constituencies which might be affected by such amendments. To be sure, any amendments that are endorsed by the Academic Senate and approved by the President will be incorporated into the Faculty Handbook. However, the University Bylaws make it clear that the Academic Senate is strictly advisory with respect to the President. Thus, in the context of a collegial process of consultation and review, the policy of the Board of Trustees has been and continues to be that the President bears the final authority and responsibility for amending the Faculty Handbook.

As might occur in the governance of any complex organization, conflicts may arise from time to time in the interpretation of sections of this Handbook vis-à-vis the University Bylaws or the policies of the Board of Trustees. As in previous editions, the Handbook continues to make clear that the language of the Bylaws and the Trustees' policies will prevail.

This edition of the Faculty Handbook continues the tradition of stating some basic principles. Other policies of general applicability are available at www.usc.edu/policies. In order to be official policy, a document must bear the signature of the president or the senior vice president for academic affairs, administration or finance. Official policies may also be established by resolution of the Board of Trustees. Much useful information is linked from the Faculty Portal, www.usc.edu/faculty.

Faculty are partners in the work of the University, both in performing our core missions of research and teaching and in the collective effort of managing the academic enterprise. Faculty bear the responsibilities of leadership in our tripartite system of shared governance through school faculty councils, faculty committees, and the Academic Senate. I am grateful to all the distinguished faculty who take their turn performing these important duties. Our evolving Faculty Handbook is one of the fruits of our shared labors toward ever-increasing excellence.

C. L. Max Nikias
President

Chapter 2

Government of the University

Chapter 2. **GOVERNMENT OF THE UNIVERSITY**

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2-A ADMINISTRATION

Policies and practices of the University derive from the total body of the University's charter provisions, bylaws, Board of Trustees resolutions, and Presidential directives by which the corporate staff is guided, as well as by policies and regulations initiated or recommended by the Academic Senate, the Provost's Council, the Staff Assembly, and the Student Senate, as approved by the President.

2-A (1) Board of Trustees

The University of Southern California is a private corporation governed by a self-perpetuating Board of Trustees not to exceed fifty members. The organization and operation of the Board of Trustees are described in the Bylaws of the University, a copy of which is available at the University policies website, <http://www.usc.edu/policies>.

2-A (2) The President and Other Officers of the Corporation

The Board of Trustees elects annually the officers of the corporation including the Chairman of the Board; the President of the University; Provost and Senior Vice President for Academic Affairs; Senior Vice President, Administration; Senior Vice President, Finance and Chief Financial Officer; Senior Vice President, University Advancement; Senior Vice President, University Relations; Secretary of the University; and Treasurer of the University. The Bylaws of the University provide in Section 6.5 (b) that

The Senior Officers shall have such duties as are set forth in these Bylaws and as are from time to time prescribed by the President of the University.

Under the administrative structure of the University, all units of the University report directly or indirectly to the President. Among the President's responsibilities enumerated in the Bylaws of the University are the nomination of officers of the corporation (other than the Chairman of the Board); the selection of academic staff; academic programs and fiscal programs; and the enforcement of all rules and regulations of the University.

The Bylaws provide:

6.4 President of the University

6.4 (a) General. The President of the University shall be elected by the Board. He/she shall be the chief executive officer of the corporation in charge of all its operations. He/she shall be responsible for carrying out policies established by the Board; but he/she may delegate any of his/her functions. All of the officers of the corporation, except the Chairman of the Board, all administrative executives, and all academic officers of the

University shall be subject to the direction of the President of the University.

6.4 (b) Recommendation of Nominees for Officers. The President of the University shall recommend nominees for officers of the corporation except the Chairman of the Board to the Board Personnel Committee.

6.4 (c) Selection of Academic Staff. The President of the University shall appoint the dean or director of each college or school of the University together with such division chairmen, department heads, or other division heads or assistants throughout the University as may be necessary or appropriate to carry out the work of the University. The President of the University shall determine the term of office and the duties of each such member of the academic staff.

6.4 (d) Academic Program. The President of the University shall have full power of appointment, direction, and supervision of the faculties and the organization thereof. He/she shall be an ex-officio member of the faculty of each college or school and may, at his/her election, act as the presiding officer of each faculty and of the University Faculty. He/she shall have the right to cast the deciding vote in any such group in case of a tie. He/she may appoint such committees of any faculty as he/she shall deem wise and proper and shall be a member ex-officio of all such committees.

6.4 (e) Fiscal Program. The President of the University, with the advice and assistance of the other officers of the corporation, shall prepare or cause to be prepared an annual operating budget for the University. Such budget shall be considered by the Finance Committee before presentation to the Board.

6.4 (f) Enforcement of Rules. The President of the University shall be responsible for the enforcement of all rules and regulations of the University.

2-A (3) Academic Organization

The Bylaws of the University describe its academic organization as follows:

8.1 General. The President of the University shall appoint the following academic officers, who shall not be officers of the corporation:

(a) Academic Deans and Directors

(b) Division and Department Chairmen

(c) Such other Academic Officers as may be designated by the Board

2-A (3)(a) Academic Deans and Directors

Academic deans and directors are appointed for no longer than a stated expected term (normally five years), and may be reappointed following an appropriate review and evaluation, all subject to section 6.4 (c) of the Bylaws which is quoted above in Section 2-A (2) and subject to section 2-A (3)(d) below.

Appointments and reappointments of deans and directors are to be done in consultation with the faculty. Of academic deans and directors, the University Bylaws say the following:

8.2 Academic Deans and Directors. The academic dean or director of each college, school, or other administrative unit of the University shall, subject to the provisions of Section 8.1, be the chief administrative officer thereof and shall be responsible for the proper preparation and conduct of its educational program. He/she shall continuously study the academic program and needs of his/her unit and shall make an annual report to the President of the University through the Senior Officer to whose immediate direction he/she is subject. He/she shall supervise the progress and look after the academic welfare of the students of his/her unit and shall furnish such information concerning his/her school as may be requested by the President of the University.

2-A (3)(b) Chairs of Divisions or Departments

The chair of a division or department shall be a tenured faculty member unless the Provost authorizes otherwise. If the chair is untenured, then the Dean will designate a tenured faculty member to deal with all tenure-related issues. He or she is appointed for no longer than a stated expected term (up to five years), but without prejudice to reappointment by the procedures as described below, all subject to section 6.4 (c) of the Bylaws which is quoted above in Section 2-A (2), and subject to section 2-A (3)(d) below.

Division or department chairs are appointed by the dean, with authority delegated by the President through the Provost, following full consideration by the full-time tenured and tenure-track faculty members of the department. The chair of a department is appointed by the dean, following selection by (1) departmental election or (2) thorough consultation with the full-time faculty of the department and of related departments. Appointments would normally be in conformity with department members' judgments. If, in extraordinary circumstances, agreement is not reached after such consultation and consideration, the dean shall consult with the Provost, who shall have the full and separate reports and recommendations of the departmental faculty, prior to decision. Of division and department chairs and heads, the Bylaws of the University say the following:

8.3 Division Chairmen and Department Heads. The chairman or head of each academic division or department of each college, school, or other administrative unit of the University under its dean or director shall, subject to the provisions of Section 8.1, be its chief administrative officer. He/she shall be responsible for the organization and maintenance of the work of his/her department and shall make periodic reports to his/her dean or director to furnish such information as may be requested.

2-A (3)(c) School Academic Administrators

Other school academic administrators (such as institute directors, department vice chairs, and section chiefs) also are appointed for no longer than a stated expected term (up to five years), but without prejudice to reappointment following an appropriate review and evaluation, all subject to section 6.4 (c) of the Bylaws which is quoted above in Section 2-A (2), and subject to section 2-A (3)(d) below.

2-A (3)(d) In General

Deans, chairs, and other school academic administrators do not have tenure in office; they serve at will, and their appointments may be terminated by the President or his or her delegate with or without cause. Tenure as a faculty member is a matter of separate right.

2-B FACULTY

2-B (1) The Faculty Assembly, Academic Senate and Faculty Councils

The faculty at large (tenured and tenure-track faculty, non-tenure-track faculty, librarians, and retirees from these positions) constitute the Faculty Assembly. When convened in a general meeting, or acting through referendum, the Faculty Assembly is the ultimate body for determining faculty positions on academic and University issues. It usually acts through its representative bodies, the Academic Senate and the school Faculty Councils, to debate issues and express faculty opinion to the University administration.

The Constitution of the Academic Senate describes the goals of these faculty bodies as follows:

The primary purpose of the Faculty Assembly, the Academic Senate, and the school faculty councils, is to contribute to the intellectual vitality of the University, to faculty governance, and to the faculty environment. They are forums for faculty decision-making, and are the voice of the faculty in the making of university policy and the consideration of academic issues. They strive to safeguard academic freedom, full academic due process, and the tenure system. They also determine positions on faculty status, responsibilities and

welfare, other important institutional issues, and any and all issues pertaining to the wellbeing of the faculty and the University.

2-B (2) The Academic Senate

According to its Constitution, the Academic Senate "is the representative body of the faculty at large for university-wide issues." The Senate is described in the University Bylaws as follows:

9.4 Academic Senate The Academic Senate, as from time to time elected or designated by the faculty, shall be a deliberative and consultative body, with power to make studies, reports, and recommendations to the President of the University in any and all matters pertinent to the well-being of the faculty.

2-B (2)(a) Academic Senate Constitution and Bylaws

The complete text of the Constitution of the Academic Senate, which sets forth the purposes and organization of the Faculty Assembly, the Academic Senate, and the school Faculty Councils, is available at the Senate website, <http://www.usc.edu/academe/acsen/AboutUs/constitution.htm>.

The text of the Academic Senate Bylaws is also available at the Senate website, <http://www.usc.edu/academe/acsen/AboutUs/bylaws.htm>.

The Academic Senate Constitution describes the Academic Senate as a body that shall, among other responsibilities,

seek to enhance the University's intellectual vitality..., be the voice of the faculty in making university policy..., carefully monitor University issues..., [and] strengthen faculty participation in governance.

The Senate especially concerns itself with the processes by which major University decisions about personnel and academic policy are made, with a view to obtaining and disseminating information about such decision-making. Faculty members who accept their election to the Senate declare their individual commitment to work through it for the realization of these goals.

2-B (2)(b) Officers and Executive Board

As is provided in the Senate Constitution, the University-wide executive officers of the faculty are the President of the Faculty, the Academic Vice President, the Administrative Vice President, and the Secretary General. The President of the Faculty presides as chief executive officer of the Faculty Assembly, the Academic Senate, and the Executive Board. The Executive Board serves as the channel of communication between the Academic Senate and the administrative officers of the University and may act for the Senate between meetings, if there is urgency.

2-B (2)(c) Members

Voting members of the Academic Senate are the President of each Faculty Council, any additional delegates from the Councils as specified by the Senate Bylaws, the executive officers of the faculty, and members at large of the Executive Board. Non-voting members are the chairs of faculty committees and, if authorized by the Bylaws, representatives of other university organizations.

2-B (3) Faculty Councils

The faculty of each school have established an elected council to participate in the governance of the unit and the University. The elected faculty President of each school's Faculty Council represents it as a member of the Academic Senate, as do additional delegates as designated by the Senate Bylaws with regard to the size of the academic unit.

2-B (4) University and Senate Committees

Provision is made in the University Bylaws and in the University's current practices for a variety of advisory bodies for consultation as may be deemed necessary or appropriate by the Board of Trustees and the officers of the University. The powers and duties of these bodies are delegated by the President and are subject to the Bylaws and to the powers of the Board of Trustees.

2-B (4)(a) University Committees

A system of University Committees is defined in the University Bylaws:

9.2 (b) Committees. The University Faculty shall be organized into committees. These committees shall be appointed by the President of the University or, if delegated by the President of the University, appointed by: (i) the Provost and Senior Vice President, Academic Affairs; (ii) the Academic Dean or Director; or (iii) such other officer, administrative executive, or body as authorized by the President of the University. Each shall meet at regular intervals during the academic year. Each shall appoint a secretary who shall keep a record of its proceedings. Each may make such rules of procedure, and provide for such subcommittees, as may be deemed proper. The President of the University may appoint to any such committee one or more persons not members of the Faculty.

9.2 (c) Powers And Duties Of Committees. Each such committee shall perform such duties as may be fixed by, and shall have such powers and exercise such authority as shall be delegated to it by the President of the University. The powers and duties to be so divided among, and assigned to, the various committees may

include the following powers and duties, subject to the approval of, and a power of review in, the President of the University, and subject always to the policies and directives of the Board in effect from time to time:

- (1) To prescribe requirements for admission, courses of study, conditions of graduation, the nature of degrees to be conferred in course, and rules and methods for the conduct of the educational work of the University;*
- (2) To recommend to the President of the University persons to receive the awards of fellowships, scholarship, prizes, and grants-in-aid;*
- (3) To recommend to the President of the University candidates for Honorary Degrees;*
- (4) To investigate all cases of misconduct of students, and violations of rules of the University by students, and through the proper officers, to administer such discipline as they determine appropriate under the circumstances;*
- (5) To prescribe rules for the regulation of student publications, athletics, intercollegiate games, social and professional activities, and other student affairs;*
- (6) To recommend to the President of the University appointments to senior faculty ranks, and the grant of tenure;*
- (7) To review, at the request of the President of the University, the academic work of departments and programs of the University, and to make recommendations thereon to the President of the University;*
- (8) To conduct hearings on faculty grievances and on dismissals for cause, as provided in policies promulgated by the University, and to make recommendations to the President of the University for the disposition of such matters;*
- (9) To recommend to the President of the University policies concerning the libraries and information services, research, safety in research, and protection of human subjects;*
- (10) To make recommendations to the President of the University concerning business affairs, employee benefits, financial exigency, galleries, public art, convocations, patents and technology transfer; and*
- (11) To make recommendations concerning other matters as authorized by the President of the University.*

University Committees advise the President and work closely with those administrative officers and units of the University most directly related to the responsibilities of the committee. Where appropriate, reports of University Committees are reviewed by the Academic Senate.

Members of University Committees are selected by the President upon nomination by the Academic Senate and others. The Senate acts through the

Executive Board. Members of some committees are jointly selected by the University and the Academic Senate.

2-B (4)(b) Academic Senate Committees

Academic Senate Committees are established by the Senate, with members and chairs selected by the Executive Board from the membership of the Faculty Assembly or others. Committees report semi-annually to the Executive Board with reports forwarded to the Senate for action or publication.

The Executive Board works to coordinate University and Senate committee selection and membership.

2-B (5) The Faculty Handbook

The Faculty Handbook will be made available to the entire faculty at the University web site. Printed copies will be supplied to the offices of the Provost and the Academic Senate.

The Senate has authority, derived from the University Bylaws, to make recommendations to the President in any and all matters pertinent to the well-being of the faculty, and therefore may propose any Faculty Handbook amendment it decides to endorse.

Any proposed Faculty Handbook amendment submitted for Academic Senate consideration will be reviewed by the Senate Handbook Committee and the Executive Board, which will work with the Provost's representative in a process designed to lead to a joint formulation by faculty and administration. As part of this process, the Handbook Committee should seek other views and information, and the Provost's representative should seek views and information from relevant university offices. The rationale and text of a proposed amendment that is recommended to the Senate by the Handbook Committee and the Executive Board will be circulated to Senate members in advance of a scheduled Senate meeting. Senate members are requested to submit suggested revisions for the proposed amendment to the Handbook Committee and Executive Board so that these can be considered in advance of the scheduled Senate meeting. Any proposals to revise an amendment which are endorsed by the Senate without prior joint formulation will be reviewed as provided in the first sentence of the paragraph. Subject to the University Bylaws and policies established by the Board of Trustees and the Trustees' delegation of authority to the President, a joint formulation endorsed by the Senate and adopted by the President of the University will be incorporated into the Faculty Handbook.

The Board of Trustees has specifically affirmed its endorsement and support of a collegial process of consultation and review in the development of amendments to the Faculty Handbook. The Trustees' policy in this regard states:

The Board of Trustees endorses and supports a collegial process of consultation and review in the development of amendments to the

Faculty Handbook. This process must include, at a minimum, the Academic Senate and Provost's Council, and may also include representatives of other university constituencies which might be affected by such amendments. To be sure, any amendments that are endorsed by the Academic Senate and approved by the President will be incorporated into the Faculty Handbook. However, the University Bylaws make it clear that the Academic Senate is strictly advisory with respect to the President. Thus, in the context of a collegial process of consultation and review, the policy of the Board of Trustees has been and continues to be that the President bears the final authority and responsibility for amending the Faculty Handbook.

Chapter 3

Faculty: Academic Practices and Policies

Chapter 3. **FACULTY: ACADEMIC PRACTICES AND POLICIES**

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3-A FACULTY COMPOSITION

The University Bylaws define the faculty of the University of Southern California as follows:

9.2(a) Composition. The University Faculty shall consist of the President of the University; the Provost and Senior Vice President for Academic Affairs; Academic Deans and Directors; and members of the teaching and research staffs holding titles including the following terms: Professors, Associate Professors, Assistant Professors, Instructors, Lecturers (but not Assistant Lecturers) and Librarians.

The faculty consists of those properly appointed members of the teaching and research staffs holding these tenured, tenure-track, and non-tenure-track faculty titles. Academic staff such as post-doctoral scholars, graduate assistants (teaching, laboratory, or research assistants or associates, or assistant lecturers), distinguished practitioners or other affiliated academic staff are not designated as faculty.

3-B FACULTY RIGHTS AND RESPONSIBILITIES

3-B (1) Academic and Professional Freedom

The University adheres to national standards and procedures concerning academic and professional freedom, academic tenure, and full academic due process. Chapter 4, Faculty Appointments, Promotions and Tenure; Chapter 7, Faculty Grievances; and Chapter 8, Faculty Dismissals, provide the details as to how this adherence is made specific.

3-B (1)(a) Academic Freedom

The University of Southern California exists for the common good, and not to further the interest of solely the individual faculty member or the institution as a whole. The common good depends upon the free search for truth and its free exposition.

Academic freedom protects all faculty. Academic freedom is essential to these purposes and applies to both teaching and research. Freedom in research is fundamental to the advancement of truth. Academic freedom in its teaching aspect is fundamental for the protection of the rights of the teacher in teaching and of the student to freedom in learning. It carries with it duties correlative with rights.

Faculty members are entitled to full freedom in research and the publication of the result, subject to adequate performance of their other academic duties, but research and consultation for pecuniary return shall be in accord with University policy. Basic principles on the right of the faculty to freedom from undue

restrictions by sponsors and donors are set out in Section 5-B (1) of Chapter 5, and similar principles apply to educational activities.

Faculty members are entitled to freedom in the classroom in discussing their subject; to the corollary responsibility to state the truth as they see it; and to the exercise of critical self-discipline and judgment in using, extending, and transmitting knowledge. Faculty members are citizens, members of learned professions, and officers of an educational institution. When they speak or write as citizens, they should be free from institutional censorship or discipline, but their special position in the community imposes special obligations. As educational officers they should remember that the public may judge their profession and the University by their utterances. Hence, they should at all times be accurate, should exercise appropriate restraint, should show respect for the opinions of others, and should make every effort to indicate that they are not speaking for the University.

Because it provides freedom and economic security, tenure is indispensable to the success of an institution in fulfilling its obligations to its students and to society. (See Section 4-E of Chapter 4 for additional information about tenure.)

3-B (1)(b) Professional Freedom

Professional freedom is inherent within the concept of academic freedom and denotes the right of a faculty member to select those approaches to the development and exercise of professional competence and those allocations of time and place for alternative functions and commitments as appear best fitted for this purpose.

Professional responsibility is a corollary of professional freedom. The faculty member owes responsibility to the standards of his or her discipline, professional and faculty colleagues, students, educational institution, and the community at large.

3-B (2) Academic and Professional Responsibilities

Although various groups contribute in different ways to the University's well-being, it is the faculty who preeminently create and enhance the scholarly excellence of the University. Their importance to the intellectual life of the University and the community at large confers on them, individually and collectively, certain responsibilities to the institution, to their students, and to their respective disciplines. Consequently, faculty academic status and matters related thereto are primarily a faculty responsibility. This includes appointments, reappointments, decisions not to reappoint, promotion, the granting of tenure, and dismissal.

The faculty's role on curriculum is set out in the University Bylaws as follows:

9.3 Courses of Instruction. The courses of instruction in the several schools and colleges shall be prescribed by their several faculties,

on the recommendation of the appropriate faculty committee and subject to the approval of the President of the University.

3-B (2)(a) Activity Profile

Faculty discharge these responsibilities through teaching, research, and service. 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. Non-tenure-track 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 (2)(b) Teaching

Teaching includes classroom and other instruction of undergraduate, graduate, and professional and post-graduate students, academic advising, preparation, librarianship, and the direction of research. Faculty are expected to meet their classes, be accessible to their students through regularly scheduled and sufficient office hours, and provide grading of student work in a timely fashion. Each class is to be provided with a syllabus outlining goals, the course schedule, readings, requirements for research papers, a timetable for examinations, the method and criteria for grading, and the means by which students can contact the faculty member outside the classroom. Students in all classes, labs, and discussion sections should be given the opportunity to provide evaluation and suggestions through anonymous course assessment forms. Faculty are expected to teach courses that have been assigned to them by the department chair, including mid-semester changes if needed. Assignments will be made after consultation with department faculty, on the basis of departmental or school needs. It is very important that students receive the instruction to which they are entitled and, except very rarely, from the instructor of record. In case of faculty absence, it is incumbent on the faculty member to provide appropriate class coverage, subject to the review of the chair or dean, as requested. Absences of two consecutive weeks or more require the faculty member and the chair or dean to provide a written plan for the discharge of individual faculty responsibilities, with notice to the Provost.

3-B (2)(c) Mentoring

Mentoring is an important component of faculty responsibilities. Depending on the discipline, the research effort involves the supervision and mentoring of undergraduate students, graduate students, other faculty, and those occupying post-doctoral or other research positions. Such mentoring is also part of a faculty member's teaching effort. Mentoring of junior faculty is a significant service responsibility of senior faculty members.

3-B (2)(d) Clinical Responsibilities

Faculty in a clinical department are expected to perform clinical responsibilities that have been assigned by the department chair, after consultation with the affected individual. If requested, there will be consultation within 30 days with a standing or ad hoc department faculty committee, appointed by the dean and including an observer from faculty council. Such clinical assignments shall be made on the basis of departmental needs.

3-B (2)(e) Research and Artistic Work

Faculty are expected to engage in high quality, continuing research of a type appropriate for the field, discipline, or interdisciplinary area. Typically, the product of the research effort is publication or its counterpart in the visual and performing arts (performances, exhibitions, and the like). Similarly, depending on the field or discipline, research can require considerable effort in the writing of proposals or related endeavors to acquire outside funding as may be needed to conduct a faculty member's research. Participation in conferences, professional societies, and peer review panels are common activities. Ultimately, the results of research and artistic work are expected to contribute to the faculty member's national or international reputation.

3-B (2)(f) Librarianship

Faculty who are full-time librarians have a primary responsibility of excellent librarianship. This includes serving the library and information needs of faculty and students, and supporting the mission of the University and the goals of the libraries. Professional growth and development is an additional responsibility. The individual's activity profile may also include teaching, research, and service as defined by the needs of the appropriate library or assigned by the Dean.

3-B (2)(g) Service

Service includes effort on committees and other activities at the departmental level through the University level. Depending on the field or discipline, this effort may include work outside the University.

3-B (2)(h) In General

Teaching, clinical, and service assignments shall not be made for discriminatory, arbitrary, capricious, or retaliatory reasons. Claims that assignments violate this or any other provision of the Faculty Handbook, other University policies, or provisions of law are subject to review through the grievance procedure. However, contested teaching, clinical and service assignments shall be performed pending any review.

3-B (3) Additional Responsibilities

Full-time service of faculty includes:

Performance of teaching duties, clinical duties, or librarianship in accord with established requirements of the particular school or department in which the faculty member is employed;

Professional development and enhancement of the public good and of the strength of the University through research, scholarly publication or other creative activity, and activity in professional groups and societies;

Counseling of students, assisting in registration and Commencement, maintaining regular office hours, serving on University Committees, and performing such other University service as may be needed during the academic year or fiscal year period of service.

3-B (4) Contractual Conditions

Contracts or letters shall be issued to all academic personnel, full-time or part-time, 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 full-time or part-time employee 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.

Whenever possible, contracts or letters shall be issued and delivered to all continuing faculty by the date of University Commencement.

3-B (5) Periods of Service

Except for academic recess and University holidays, unless agreed otherwise by individual contract, the period of service for academic year faculty is from August

16 through May 15 of the following calendar year and the period of service for fiscal year faculty is from July 1 through June 30 of the following calendar year.

If the Provost grants special permission a newly-appointed academic year faculty member may begin the appointment before August 16 (on or after May 16 of the previous summer), and if the Provost grants special permission an academic year faculty member who is not returning for the following year may retain appointment beyond May 15 (up to August 15), with compensation arrangements as agreed in each case.

3-C RESPONSIBILITIES TO STUDENTS

The faculty of the University of Southern California expect themselves and one another to maintain high standards in the conduct of their courses. For a general statement of faculty responsibilities in teaching as well as research and service see Section 3-B, Faculty Rights and Responsibilities.

For specific information relating to most student concerns, the primary documents of authority are the [University Catalogue](http://www.usc.edu/catalogue) (<http://www.usc.edu/catalogue>) and [SCampus](http://www.usc.edu/scampus) (<http://www.usc.edu/scampus>). The program requirements listed in the Catalogue supersede any information contained in any bulletin of any school or department. Specific information about matters not covered in the catalogue can be found in the [Schedule of Classes](http://www.usc.edu/soc) (<http://www.usc.edu/soc>); the [Grading and Correction of Grades Handbook](http://www.usc.edu/dept/ARR/grades/) (<http://www.usc.edu/dept/ARR/grades/>); and the [Student Directory](https://my.usc.edu/wp/student/SearchForm.do) (on-line only at <https://my.usc.edu/wp/student/SearchForm.do>). For reference purposes, the following table delineates the appropriate university document for various common faculty-student administration issues.

Specific Issue	Source(s)
Information about conduct of courses, grading, student records, students with disabilities, ethics of graduate study, and academic integrity	University Catalogue ; Schedule of Classes ; Grading and Correction of Grades Handbook ; Student Conduct Code (http://scampus.usc.edu/university-student-conduct-code/); sections of SCampus ; Code of Ethics (http://ooc.usc.edu/usc-code-ethics)
Information about registration, withdrawal, drop and add procedures, dates and locations, and rescheduling of classes	University Catalogue ; Schedule of Classes
Information regarding the administration of mid-term exams, final exams, accommodations for students with disabilities, and submission of grade reports	University Catalogue ; Schedule of Classes ; Grading and Correction of Grades Handbook ;

Information on identifying and responding to academic dishonesty	Student Conduct Code and University Governance sections of SCampus (https://scampus.usc.edu/university-governance/)
Email and contact identification for enrolled students	Student Directory (On-line only)

The following administrators and their staffs may also be consulted regarding matters not covered in the foregoing publications: Vice Provost for Student Affairs, Vice President of Admissions and Planning, Dean of Academic Records and Registrar, and the advisement and administrative offices in the various academic units of the University.

3-D COMPENSATION

3-D (1) Pay Schedule and Payroll Information

It is the policy of the University to make payroll schedules and information readily available to faculty members, and update them regularly. Current payroll information is posted at the Employee Information web site, <http://ais-ss.usc.edu/empldoc/>. The web site provides up-to-date information on required paperwork pertaining to payroll information for appointments, elections, deductions and terminations.

3-D (2) Changes in Compensation

Total University salary (a) includes core salary based on a nine-month academic year or a twelve-month fiscal year period of service (or other period based on individual contract) and (b) can also include supplementary salary or stipends, which are set for a fixed period (one year at a time, unless a different period is specifically stated by contract.)

- *Supplementary Salary for 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.
- *Supplementary Salary for Summer Research and Other Sponsored Activities.* 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.

- *Other Supplementary Salary and Administrative Stipends:* Full-time faculty members on academic year or fiscal year appointment may receive extra compensation from non-grant funds during the academic year or fiscal year, respectively, subject to the approval of the Provost. 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.

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.

3-E LEAVES OF ABSENCE

3-E (1) General

The following section summarizes leaves of absence for which faculty members may qualify. Detailed policies are available on the University Policies website, <http://www.usc.edu/policies>. 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.

Faculty anticipating a leave without pay should consult the Benefits Office for information about the effect of the leave on their fringe benefits.

Tenure-track faculty who have been granted leave may under certain circumstances request an extension of the Tenure Decision Date, and special provisions are set out in the policy on Academic and Family Life Balance, Chapter 9. Requests for extension of the Tenure Decision Date shall be in writing and

shall be directed to the Committee on Probationary Deadlines for its review and recommendation in writing to the President, either prior to the leave or within six months after returning to regular activities.

The Leaves Coordinator serves as a resource for information about government and University rules on leaves and benefits and their coordination.

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 must be submitted for approval. A candidate should indicate what the prospects of completion of the project will be.
- Sabbatical leave will be allowed (a) one semester on full salary for each six years of service, (b) one academic year on half salary for each six years of service, or (c) one semester at half salary for each six semesters of service.
- If the faculty member requests based on an exceptional situation, the Provost may approve on a merit basis a more frequent sabbatical leave or more than half salary.
- A faculty member on sabbatical leave should not engage in other activities for remuneration that would intrude on his or her sabbatical research.
- The absence of a faculty member should not jeopardize the academic program of his or her department.
- It is expected that the faculty member will return to the University for at least one year after sabbatical.
- A final report shall be provided to the dean or director upon the faculty member's return.
- Normally, sabbatical leave is taken immediately following the period of service to which the leave relates. The sabbatical leave privilege may not be accumulated; e.g., after 12 years, a sabbatical of two academic years may not be taken.

Also, the sabbatical should be taken over consecutive academic periods (e.g., fall and spring semesters of a given academic year, or spring semester and fall semester of consecutive years, but not fall of one academic year and fall or spring of the following academic year). Benefits shall continue during the paid sabbatical.

A department may recommend to the dean exceptions to these policies, however, to facilitate the research or study of the faculty member. The department may also recommend an exception to the dean to meet teaching or other needs of the department, the school, or the University. Such exceptions require approval in writing by the Provost.

Eligibility of non-tenure-track faculty is discussed in Section 4-C (2) of Chapter 4.

3-E (3) Medical Leaves

This subsection summarizes the types of medical leave. An individual on unpaid medical leave may qualify for payment of disability benefits, or for University insurance benefits, or both; for information see the University Benefits website <http://www.usc.edu/benefits>.

3-E (3)(a) Academic and Family Life Balance

See Chapter 9.

3-E (3)(b) Medical Leave (UNPAID)

Faculty members who are unable to work due to an illness, injury, or disability (including pregnancy-related disability) may be eligible for an unpaid medical leave. Such individuals may qualify for disability benefits while on medical leave. The Provost may place eligible faculty members on medical leave for the period that they are unable to work. The Provost may place on leave without pay faculty members who are absent for more than two consecutive weeks, whether or not they qualify for disability benefits. Medical leave runs concurrently with all other leave for which a faculty member qualifies. Medical leaves for longer than one year are not regularly available, although the Provost may extend the leave and the University will do so to the extent the law requires.

As an alternative, upon request, the University will consider any reasonable accommodations necessary to enable a faculty member with a qualifying disability (as defined under state and federal law) to perform the essential function of his or her position.

3-E (3)(c) Statutory Family Care and Medical Leave (UNPAID)

Unpaid statutory Family Care and Medical Leave is governed by the provisions of the federal Family and Medical Leave Act and the California Family Rights Act (CFRA). Eligible faculty members may take unpaid statutory Family Care Leave for the birth or adoption of a faculty member's child; the placement of a foster child with the faculty member; or the serious health condition (as defined under state and federal law) of a faculty member's child, spouse, domestic partner (as provided by CFRA) or parent. Eligible faculty members may take unpaid statutory Medical Leave for a faculty member's own serious health condition (as

defined under state and federal law) including disability on account of pregnancy, childbirth, or related medical conditions.

A faculty member generally may take up to 12 weeks of unpaid statutory Family Care and Medical Leave in a 12-month period, as detailed in the policies posted on the University Policies website <http://www.usc.edu/policies>. A faculty member who takes leave for a pregnancy-related disability, followed by leave for birth-bonding, may take longer leave as detailed in University policy. Family Care and Medical Leave runs concurrently with all other leave for which a faculty member qualifies. The faculty member may also qualify for paid parental leave as explained in Chapter 9, or disability benefits.

3-E (3)(d) Absences due to Illness

A tenure-track faculty member who has been granted medical leave may request an extension of the Tenure Decision Date. Such extensions shall be requested in writing and shall be directed to the Committee on Probationary Deadlines for its review and recommendation in writing to the President, either prior to the leave or within six months after returning to regular activities.

A faculty member who is absent because of illness for a brief period should make arrangements through his or her department chair to see that his or her teaching and other responsibilities are met.

Faculty members do not have a specific number of days a year during which they are allowed sick leave, and therefore do not accrue days of sick leave. Absences for more than seven consecutive days that are due to accident, illness or other temporary medical disability (including pregnancy, childbirth, and related medical conditions) may qualify the faculty member for disability benefits. Additional information is available from the Benefits Administration Office.

Insurance benefits ordinarily provided by the University and for which the faculty member is otherwise eligible, will be continued during the period the faculty member is medically certified as unable to work due to a medical disability or serious health condition. The cost of coverage normally borne by the faculty member will remain the responsibility of the faculty member. Once a doctor has certified the faculty member medically able to return to work, the faculty member is responsible for paying the full cost of benefit premiums until he or she returns to active service.

3-E (4) Military Leave

The University grants military leave in accordance with law. Detailed policies are available on the University Policies website, <http://www.usc.edu/policies>.

3-E (5) Parental Leave (PAID)

See Chapter 9, Academic and Family Life Balance.

3-E (6) Jury Duty

Leave for jury service is available to faculty as for other University employees as specified on the University Policies website <http://www.usc.edu/policies>. Additional paid leave may be provided at the discretion of the Dean.

3-E (7) Vacation

Faculty members on fiscal year appointments are entitled to 20 working days annual vacation, at a time agreed upon with the department of appointment so that it does not conflict with faculty responsibilities. The maximum amount of vacation a faculty member on fiscal year appointment can accrue at any time is 35 working days. Faculty members who accrue the maximum amount of vacation are not eligible to earn any additional vacation until that accrued vacation is reduced to below the maximum level.

3-E (8) Personal Leave of Absence (UNPAID)

Unpaid Personal Leave of Absence (also known as Special Leave) may be granted at the discretion of the Provost for faculty members who are not eligible for another type of leave (Sick, Family and Medical, Medical, or Parental Leave). Personal Leave may be granted for one or two semesters and generally may not exceed one year.

3-E (9) Indefinite Leave

Both tenured and non-tenured faculty may be placed on what is called "indefinite leave" without duties or pay only as provided by Section 4-E of Chapter 4.

3-E (10) Part-time Leave

The Provost may grant a short-term partial leave of absence, one or two semesters at proportionate pay for part-time service, to any full-time faculty member. Faculty anticipating a leave without pay should consult the Benefits Office for information about the effect of the leave on their fringe benefits. Part-time service to accommodate family responsibilities or as a transition to retirement is provided for in Chapters 9 and 10. Tenured and tenure-track faculty are otherwise on full-time appointments, see Section 4-B (1) of Chapter 4, unless extraordinary permission is granted by the Provost.

3-F BENEFITS

The University of Southern California provides extensive benefit programs to benefits-eligible faculty. In addition to benefits required by law, those programs currently include health insurance, dental insurance, retirement benefits, child care, tuition assistance for the faculty member and his or her eligible spouse and dependent children, tuition exchange for eligible faculty children, life insurance and various other benefits.

The particular provisions of each of the above benefit programs are determined by the USC Senior Vice President, Administration after consultation with faculty through the University Employee Benefits Advisory Committee and the Senate Committee on the Faculty Environment. Current provisions are available at the benefits website, <http://www.usc.edu/dept/Benefits/>.

3-G PERSONAL CONFLICTS OF INTEREST

Having a family or other intimate relationship to a current member of the faculty or staff shall not be a bar to equal opportunity in employment or education for anyone.

At the same time, any faculty member in such a relationship should take all reasonable steps to avoid a conflict of interest or the appearance of a conflict of interest in his or her USC work that could arise from the relationship. In particular, a faculty member shall not participate in any decision (such as decisions concerning initial appointment, retention, promotion, salary, or leave of absence of a member of the faculty or staff, or decisions concerning the admission, grading or academic advancement of a student) that involves either a direct benefit or detriment to a person with whom he or she has an intimate or family relationship. Faculty members shall not supervise or evaluate the work of a USC employee or student with whom they have such a relationship. A principal investigator shall not permit a person with whom he or she has an intimate or family relationship to be paid from the funds of a grant or contract supervised by the principal investigator.

In an unusual situation that would otherwise call for a faculty member to supervise or evaluate the work of someone with whom he or she has such a relationship, special arrangements are required to avoid the possibility of favoritism, such as having an unrelated third party supervise or evaluate the work. The Provost's written permission is also required. (See also Sections 6-I, Consensual Relationships, and 6-D, Procedures for Complaints, of Chapter 6.)

To protect privacy, faculty members who recuse themselves from such decisions or supervisory responsibilities are not required to state reasons.

If a faculty member is in doubt concerning the possibility of a conflict of interest, it is recommended that the faculty member consult the department chair or dean. A department chair or dean who has similar doubts should initiate discussion with the faculty member; and any other faculty member with such concerns should raise them with the chair or dean, who should take appropriate steps. Advice in these situations should be sought from the Vice Provost for Faculty Affairs and the President of the Faculty. Confidentiality shall be protected to the fullest extent possible.

3-H POLITICAL PARTICIPATION

As citizens, the faculty members of the University have the same rights and responsibilities of free speech, thought, and action as all American citizens. Their position, however, imposes special obligations, such as emphasizing that they are not institutional representatives, and exercising appropriate restraint.

For the protection of both faculty members and the University, faculty members campaigning as political candidates for state or federal offices will do so on their own time. For the period of such candidacy, it is required that they obtain personal leave of absence under Section 3-E (8) or continue work at the University on a part-time basis under Section 3-E (10). Such leave of absence is not a sabbatical leave and, if full-time, is also without pay.

Leave of absence is not required of faculty members who become candidates for or are elected to offices of a temporary or part-time nature, such as a membership on a municipal charter revision commission, delegate to the State Constitutional Convention, a member of a local school board, or a holder of municipal office.

This policy is intended to safeguard the freedom of speech, thought, and action of faculty, and to avoid impairment of the significant contributions they are capable of making toward improved local, state, and federal government.

3-I OUTSIDE ACTIVITIES OF FACULTY MEMBERS

The University of Southern California encourages faculty involvement in outside consulting, research, and professional activities, as well as community service. However, since the primary responsibility of a full-time faculty member is to the University, limits on outside activities must be set. Outside research, consultation, educational work and relationships with industry shall be in accord with the relevant University policies as well as the general policies on conflict of interest and conflict of commitment. Within the limits specified, such activities provide an opportunity for the professional development of the faculty member and the enhancement of the University's impact beyond the classroom and laboratory. However, the facilities and services of the University may not be used in connection with compensated outside effort except to a purely incidental extent, or for appropriate University-determined compensation and in accord with University regulations.

3-I (1) Conflict of Interest

Each full-time faculty member owes primary professional responsibility to the University and shall be alert to the possibility that outside obligations, employment, and financial and professional interests, including those of their close family members or those of anyone with whom they have intimate relationships, can affect their objectivity, decision-making, as well as other responsibilities to the University.

To assist faculty members in understanding possible conflicts of interest or other problems that may develop, and to alert the individual, the department chair, and the University to potential conflict of interest, policies are posted on the University Policies website, <http://www.usc.edu/policies>.

If in doubt concerning the possibility of conflict arising from a consulting or other remunerative activity, the faculty member should consult the department chair or dean. A department chair or dean having similar doubts should initiate discussion with that faculty member.

The Office of Compliance serves as a resource for information about government and University policies and regulations regarding conflict of interest. (See also policies posted on the University Policies website, <http://www.usc.edu/policies>). This office bears responsibility to collect this information and disseminate it to the deans of the schools and colleges of the University and to other administrative personnel. Thus, faculty members who report to them and who are working on government-sponsored activities are kept abreast of policies and regulations touching upon conflict of interest.

3-I (2) Absences and Similar Conflicts of Commitment

Faculty members have a binding obligation to discharge instructional and other regular duties, and performance of these duties may be impaired by any other activity requiring a large portion of time. It is important that students receive the instruction the curriculum envisages and almost always from the instructor of record.

Faculty members who belong to professional associations and societies or who serve on scholarly or advisory bodies in their field of expertise will necessarily be absent from campus on occasion, but such absences are subject to the review of the department chair, division head, or dean on how the individual's instructional and other responsibilities will be met. There may be other good reasons, acceptable to the chair or dean, that justify brief absences from the faculty member's usual obligations.

For brief absences, faculty members shall make appropriate arrangements subject to the review of the chair or dean as requested and according to University and school policies, so that absences interfere only minimally with their normal teaching and other responsibilities. (See also policies posted on the University Policies website, <http://www.usc.edu/policies>). For lengthy or

frequent periods of absence, however, a faculty member must seek an approved leave (statutory Family Care and Medical Leave, medical, parental, or personal leave of absence) and may qualify for disability benefits. Neglect of duty, in accordance with Section 8-C of Chapter 8, may occur if there is excessively lengthy or frequent absence due to illness or other reason, if taken without obtaining an approved leave.

The Provost may place on leave without pay faculty members who are absent for more than two consecutive weeks without an approved leave, vacation, or permission from the dean or the dean's designee.

3-I (3) Outside Consulting

Many faculty have the opportunity to receive recognition and remuneration through consultation beyond their University employment. The nature of the consulting work should be evaluated in terms of its worth as a scholarly experience and should in no way detract from the prestige of the University or the professional stature of the faculty member. (This is not intended to interfere with general personal or nonprofessional activities of the faculty member.)

The University obligations of faculty members are complex and the degree to which obligations are met cannot easily be ascertained by time records or publications lists. As a result, the University has established limits on the amount of time that normally can be devoted to outside consulting work. A full-time faculty member may not consult more than one day per week on average during the contract period of service.

In rare instances circumstances may warrant an exception to this policy. Requests should be made prior to the period during which consulting will take place. Approval must be secured from the Provost.

In addition to external consultation, a faculty member may engage in clinical practice for a University-approved faculty practice plan corporation, within the terms of the appropriate school or departmental practice plan and as approved by the dean. Full-term status for purposes of benefits, governance, and applicability of University policies may be extended to such faculty even though the extent of their practice with the practice plan corporation means that the professional services provided directly to the University are less than full-time.

It should always be borne in mind that consulting is a conditional privilege granted by the University. As such, the University is the final judge of the appropriateness of the outside activity and whether it unduly compromises the faculty member's primary responsibilities implicit in his or her contract for full-time employment with the University.

3-I (4) Outside Educational Work

Faculty members occasionally have the opportunity to receive recognition and remuneration through activity as an educator with outside institutions while

holding a USC faculty appointment. Such educational work should be evaluated in terms of its worth as a scholarly experience and its appropriateness and not detract from the prestige of the University or the professional stature of the faculty member or unduly impinge on the faculty member's primary responsibilities with the University. Such outside educational work should be an unusual circumstance, and should ordinarily be a response to special or emergency needs of the other entity. Faculty may not hold tenure simultaneously at two institutions except with approval of the President. Activities such as lectures at professional societies, occasional guest lectures, or community activities, that are pro bono or awarded an honorarium, generally will not fall under this section.

Apart from work at another college or university, for which advance approval is always required, it is recognized that instruction or course creation for other outside enterprises may be inconsistent with a faculty member's responsibilities to USC. Before undertaking any such commitment, a faculty member must take reasonable steps to ensure that the proposed activity will not create a conflict or appearance of conflict with any USC program, or dilute USC's academic stature; any doubt should be resolved by seeking advance approval from the dean. Faculty may seek advice in these situations from the Vice Provost for Faculty Affairs and the President of the Faculty.

While holding a USC faculty appointment, a full-time faculty member may be an educator at another institution, in accord with the principles stated above, upon the express written prior approval of his or her dean, following a letter from the appropriate officer of the other institution identifying the special or emergency needs that occasion their request. Faculty who believe the Dean's decision to be arbitrary and capricious may appeal the decision to the Provost. Deans shall keep the Provost informed in a timely fashion concerning any concurrent activity as an educator to be done by a faculty member of their unit at other institutions.

In addition to the situations discussed in the prior paragraph, any faculty member may be an educator at another institution or enterprise in non-emergency situations upon the written prior approval of the Provost or the Provost's delegate.

3-I (5) Endorsements

Any action of a faculty member that might seem to commit the University to an endorsement (e.g., of a business, private practice, product or service, or political position) should be avoided unless expressly authorized in advance by the Provost. A faculty member may state his or her academic position for identification in the media, or as part of a biographical note.

3-J CANDIDACY FOR DEGREES

Faculty members shall not be candidates for degrees in the same department or program in which they have an appointment. In addition, assistant professors on the tenure track should not simultaneously be candidates for degrees anywhere.

Individual exceptions may be made only with the approval of the Provost or of a special committee appointed by the President.

Chapter 4

Faculty Appointment, Promotion, and Tenure

Chapter 4. **FACULTY APPOINTMENT, PROMOTION, AND TENURE**

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4-A AUTHORITY

The University Bylaws provide in Section 6.4 (d) that

The President of the University shall have full power of appointment, direction, and supervision of the faculties and the organization thereof.

The President may delegate to the deans the authority to make appointments and promotions of non-tenure-track faculty and instructors and assistant professors on the tenure-track. The Provost may make appointments and promotions at any rank, and is the only official delegated by the President with the authority to grant tenure, make appointments of associate professors and professors on the tenure-track, or award special designations. Procedures for the appointment of tenure-track faculty below the Associate Professor level, non-tenure-track and part-time faculty, and librarians without continuing appointments, may be abbreviated from the appointment procedures used for senior tenured appointments by agreement between the academic units and the Provost.

4-B FACULTY DESIGNATIONS AND ORGANIZATION

4-B (1) Titles and Modifiers

From time to time updates to the list of Academic Titles Currently in Use, Section 4-B (2), are approved by the Provost. For updates to this list, the Provost will seek the advice of the Academic Senate Executive Board. See Section 4-C (2).

Individual schools may, with Provost's permission, use titles from this list; special approval from the Provost, based on unusual circumstances, must be obtained to use a title outside the specifications of this list. When a faculty member has an administrative assignment the dean or Provost may add an administrative title in addition to the faculty title.

4-B (2) Academic Titles Currently in Use

TENURED AND TENURE-TRACK

INSTRUCTOR IN <DISCIPLINE>¹

Entry-level position, generally for those who have not yet completed their terminal degree.

¹ Wherever "Discipline" is shown in this list it includes, at the school's option as its faculty deem appropriate, discipline, inter-disciplinary area, department, or school.

ASSISTANT PROFESSOR OF <DISCIPLINE>

Entry-level position, generally for those who have completed their terminal degree.

ASSOCIATE PROFESSOR OF <DISCIPLINE>

Senior faculty rank.

PROFESSOR OF <DISCIPLINE>.²

Highest faculty rank

LIBRARIANS

Librarian, Assistant University Librarian, Associate University Librarian, University Librarian are faculty titles corresponding to the ranks of Instructor, Assistant Professor, Associate Professor, and Professors, respectively. Associate University Librarians and University Librarians are eligible for continuing appointment.

Health Sciences Librarians use the faculty titles Librarian I-IV. Librarians III-IV are eligible for continuing appointment. In the Law School, Law Librarian I-IV are the faculty titles used for all librarians. Law Librarian III-IV are eligible for continuing appointment.

Contract Librarian I-IV is the faculty title used for professional librarians on contract status who are not eligible for continuing appointment.

CLINICAL SCHOLAR AND SIMILAR TITLES

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.

² Whenever "Professor" is shown subsequently in this list, it includes the options of Instructor, Assistant Professor, and Associate Professor.

FULL-TIME NON-TENURE-TRACK TEACHING, RESEARCH AND CLINICIAN FACULTY

LECTURERS

For individuals engaged primarily in teaching and teaching-related duties, with reduced obligation for scholarship: Lecturer, Senior Lecturer, Master Lecturer;³ Clinical Professor of <discipline>; Professor (Teaching) of <discipline>; Professor of Clinical <discipline>.

RESEARCHERS

For individuals engaged primarily in conducting research, usually on external funding; may engage only in limited teaching and only as an ancillary responsibility: Research Professor of <discipline>; Professor (Research) of <discipline>; in the medical school, Professor of Research <discipline>;

PRACTITIONERS

For individuals who have demonstrated excellence and effectiveness in the public practice of a field of expertise, and who are engaged primarily either in clinical practice, teaching or research, with reduced expectation in the other areas: Lecturer; Professor of the Practice of <discipline>; Professor of <discipline> Practice; in the medical school, Clinical Professor of <discipline>

CLINICIANS

For individuals primarily engaged in clinical practice, clinical or skills teaching, and clinical research, who demonstrate excellence in one of these areas and strengths in the other two, but who do not have the same scholarly obligations as tenure-track faculty: Professor of Clinical <discipline>; in the law school, Clinical Professor of Law;

MATHEMATICS

As an exception, the title Assistant Professor of Mathematics may be used for a non-tenure-track appointment in mathematics awarded to faculty who have recently obtained their degrees and who are involved in research and teaching with reduced obligation for university service. Such appointments may be made, based on careful academic review, up to three years, with no possibility of renewal thereafter.

VISITING

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. If a visiting faculty member receives a tenure-track

³ Whenever "Lecturer" is shown subsequently in this list, it includes the options of Senior Lecturer and Master Lecturer.

faculty appointment, the period of the visit is counted as part of the probationary period, unless the President decides otherwise after advice of the Committee on Probationary Deadlines.

PART-TIME FACULTY

For individuals with part-time appointments, non-tenure-track: (a) Lecturer (part time); (b) for those whose USC work is adjunct to a primary position or career elsewhere, Adjunct Lecturer, Adjunct Professor of <discipline>; in the medical school, Adjunct Professor of Clinical <discipline>.

VOLUNTARY FACULTY

For individuals who volunteer their services: Adjunct Professor of <discipline>; in the medical school, Adjunct Clinical Professor of <discipline>.

AFFILIATED ACADEMIC STAFF

For individuals of special expertise, renown or promise who come to the campus on a temporary or long-term basis and who are not members of the faculty:

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.

With approval of the Provost, the modifier Distinguished may be added to any of these titles.

SPECIAL DESIGNATIONS

See Section 4-B (3).

EMERITI

See Section 10-A of Chapter 10.

4-B (3) Policies

4-B (3)(a) Full-time and Part-time Appointments

Tenured faculty and tenure-track faculty, and librarians on continuing appointment or in positions leading to consideration for continuing appointment, are appointed on a full-time basis.

Non-tenure-track faculty may be appointed on a full-time or part-time basis.

4-B (3)(b) Non-Tenure-Track Faculty

Non-tenure-track faculty are those faculty on appointments that do not carry tenure and do not lead to consideration for tenure.

4-B (3)(c) Affiliated Academic Staff

Affiliated academic staff titles are set out in the list of Academic Titles Currently in Use, Section 4-B (2). Such titles are conferred by the dean of an academic unit, who will inform the Provost of the conferring of this designation and its duration. These individuals shall be accorded courtesy privileges for the use of the libraries and other research facilities, eligibility for parking, bookstore privileges, and office space as available.

These titles may also be bestowed on existing faculty members.

See also Section 3-A of Chapter 3 on teaching and research assistants and other academic staff titles.

4-B (3)(d) Special Designations

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.

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.

CLINICAL SCHOLAR

See the list of Academic Titles Currently in Use, Section 4-B (2).

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 (4) Maintaining the Tenure System

The tenure system is the principal form of faculty appointment, and tenured or tenure-track appointments are preferred whenever feasible. Non-tenure-track full time faculty are invaluable to help perform the research and clinical practice missions of the University, and also may be invaluable for our teaching mission when it is academically desirable to make such appointments, for example to bring a practical orientation or to teach skills. Part-time non-tenure-track appointments are generally to be avoided, but are appropriate for individuals who are asked to teach a course because of special expertise and who have another full-time position or career. Any exceptions require special approval by the Provost.

An individual holding a tenure-track faculty appointment must, by the end of the probationary period, either be granted tenure or be given a terminal appointment; such an individual cannot be retained or rehired on a non-tenured, full-time basis past the maximum probationary period except under extraordinary circumstances and with the approval of the Provost, including use of a non-tenure-track faculty title.

When there is a proposal to appoint an individual to a non-tenure-track position who previously had tenure-track faculty status, the proposal will be submitted for the Provost's approval. Documentation must be submitted to show that the individual actually will have the work profile of a non-tenure-track faculty member and that the proposal is appropriate within the tenure system. It would be particularly unusual to approve such a shift in the year leading up to the Tenure Decision Date.

Each school policy shall maintain a limit for the maximum number of non-tenure-track teaching faculty appointments, as a percentage of tenured and tenure-track faculty appointments, so as to preserve the tenure system as the principal form of faculty appointment.

When a non-tenure-track faculty member is renewed for more than three continuous years, documentation will be submitted for the Provost's review to show that the individual has the work profile of a non-tenure-track rather than a tenured or tenure-track faculty member and that the individual's performance has received especially careful review during the third year.

4-C APPOINTMENTS

4-C (1) Appointments to Tenure and Tenure Track

Full-time tenure-track and tenured faculty appointments are for service during the academic or fiscal year and are made on the bases described below.

Instructor and Assistant Professor.

Appointed on an annual basis with the possibility of renewal. A tenure decision shall be made in accord with the schedule described in established policy (see Section 4-D).

Associate Professor.

Generally comes with tenure, but if appointed without tenure, a decision on tenure shall be made in accord with the schedule described in established policy (see Section 4-D).

Professor.

Generally comes with tenure, but if appointed without tenure, a decision on tenure shall be made in accord with the schedule described in established policy (see Section 4-D).

Faculty members in their probationary periods are appointed for specific terms, in accordance with the customs of their academic units, of one to three years. The University is under no obligation to reappoint an untenured faculty member or to renew the appointment for the full probationary period (see Section 4-F (3)).

4-C (2) Appointments to Non-Tenure Track

Full-time non-tenure-track faculty appointments are made in accordance with University policy and school-specific guidelines. All initial appointments of non-tenure-track faculty must be approved by the dean or Provost. Every school is required to maintain a written statement of guidelines on non-tenure-track faculty. See Section 4-G.

Full-time non-tenure-track faculty are treated equally with tenured and tenure-track faculty with respect to all fringe benefits as defined by the established faculty policies. However, Visiting Faculty are not generally eligible for retirement benefits. Schools may also extend eligibility for sabbatical leaves for research or other scholarly activity (consistent with the candidate's expected faculty profile) or other perquisites of tenured or tenure-track faculty on a

categorical basis, or may provide for such extension on the basis of individual negotiation.

Each school must have active participation by non-tenure-track faculty members in faculty governance, including on non-tenure-track faculty guidelines, but not including matters concerning tenure and the tenure system. The Academic Senate Constitution has provisions concerning participation in faculty governance by non-tenure-track faculty (Article I, Sections 2 and 3).

4-C (3) Joint Appointments

A joint appointment between two schools or divisions of the University may be tendered if the faculty member will teach or conduct research in both schools. A tenured appointment may be made, however, in only one school. Promotion to a higher rank for faculty holding joint appointments should be initiated by the school of primary appointment.

4-D LENGTH OF APPOINTMENT

4-D (1) Probationary Period for Tenure-Track Faculty

4-D (1)(a) Prior Service

The Recommendation for Appointment Form requests specific information as to the number of years of continuous full-time service at other institutions in a faculty position where the individual is expected to do the scholarly or creative work we expect of a candidate for tenure. Such service at another institution shall count towards the faculty member's maximum probationary period. With one year of prior probationary service, the maximum probationary period shall be one year shorter; with two years of prior probationary service, the maximum probationary period shall be two years shorter; with three or more years of prior probationary service, the maximum probationary period shall be three years shorter--even though, thereby, the faculty member's total probationary period at both institutions combined is extended beyond the usual maximum.

4-D (1)(b) Tenure Decision Date

The Recommendation for Appointment Form, when approved by the Provost, also states the date before which a decision on tenure must be made at the University of Southern California and communicated to the tenure-track faculty member. This date, called the Tenure Decision Date, is 12 months before the expiration of the stated probationary period. The letter of appointment for each new faculty member must specify the Tenure Decision Date, which will be determined by the length of the school-specific maximum probationary period and any credit accorded for prior service. The letter should also explain the school-specific relationship (if any, see Section 4-F (2)(c)) between the decision on promotion and the decision on tenure. A signed copy of the faculty member's acceptance must be filed with the Provost.

4-D (1)(c) Annual Review

A new faculty member, like those already employed by the University, should be assured that his or her record shall be reviewed annually by his or her academic unit according to known and established procedures. There should be a particularly thorough review midway in the probationary period, normally in the third year. The University is under no obligation to reappoint an untenured faculty member or to renew the appointment for the full probationary period (see Section 4-F (3)).

4-D (1)(d) Tenure at Appointment

In unusual instances, an outstanding new faculty member may be recommended for tenure at the end of his or her first year. In this case the original dossier may be resubmitted with clear evidence of continued achievement and collegial activity. Occasionally, an outstanding faculty member, such as one who already holds tenure at a peer institution, is accorded tenure at the time of appointment to the University of Southern California, upon the recommendation of the established committees and the dean and approval by the President.

4-D (1)(e) Midyear Appointments

If a tenure-track faculty member initially commences full-time academic duties on or after December 1, the remainder of that academic or fiscal year shall not be included in calculating the maximum length of the probationary period.

4-D (1)(f) Committee on Probationary Deadlines

Unresolved questions concerning what prior service must or must not be counted, and other matters pertaining to the length of the probationary period, shall be directed to the Committee on Probationary Deadlines for its review and recommendations to the President. This review may take place before the appointment is accepted, or on request thereafter.

Section 3-E of Chapter 3, Leaves of Absence, and Chapter 9, Academic and Family Life Balance, provide for excluding a certain amount of time in rank from the normal probationary period ("stopping the clock") which has the effect of adjusting the Tenure Decision Date. The Committee also gives its review and recommendations on requests to change a probationary deadline based on special circumstances.

The annual letter of reappointment or contract for each tenure-track faculty member shall reflect any adjustments to the Tenure Decision Date approved during the prior year.

4-D (2) Term of Employment for Non-Tenure-Track Faculty

Non-tenure-track faculty are appointed to fixed-term contracts that must specify the starting and ending dates of the appointment and any specific duties of the

appointment beyond the responsibilities stated in Section 3-B of Chapter 3, and school guidelines. The date on which each appointment ends shall be specified in the appointment letter and any subsequent reappointment letter. That letter also constitutes adequate notice of non-reappointment, and the appointment will expire at the end of its term, unless there is a written renewal.

Non-tenure-track faculty appointments do not count toward a probationary period and do not lead to consideration for tenure. A signed copy of the non-tenure-track faculty member's acceptance must be filed with the dean prior to commencement of employment.

4-E CONDITIONS OF TENURE

Tenure confers on its bearer the right to hold his or her position with pay until retirement. Only for adequate cause and through stipulated procedures may the faculty member be dismissed, demoted, or placed on indefinite leave without pay from that position.

Tenure and promotion are separate processes. Tenure should be considered on an individual basis and should be fully justified.

The President is empowered by the Board of Trustees to take action relating to appointments, promotions, demotions, dismissals, and assignments to indefinite leave, of all personnel holding tenured positions as defined herein. In such actions the President is advised by the Provost and the appropriate University committee, and may delegate his or her authority to the Provost.

Tenured faculty shall not be dismissed or demoted except for adequate cause as defined in Chapter 8, Faculty Dismissals.

Tenured or untenured faculty may be urged to apply for disability status in the event of physical or mental incapacity. The Provost may place tenured or untenured faculty on Special Leave of Absence upon proof of severe physical or mental incapacity. The intention is, whenever reasonable, that tenured or untenured faculty be returned from disability to active status. If the tenured or untenured faculty member does not return to active service after one year's absence, the Provost may terminate his or her appointment without formal proceedings. In such cases financial benefits that have accrued as a result of service to the University shall not be forfeited.

Tenured faculty may be placed on indefinite leave without pay if reduction in faculty becomes necessary under extraordinary circumstances because of demonstrated financial exigency. Financial benefits accrued through their University service shall not be forfeited.

4-F EVALUATION, REAPPOINTMENT, AND PROMOTION OF TENURE-TRACK AND TENURED FACULTY

4-F (1) The Dossier

The dossier should present the evidence gathered by both internal and external peer review of a candidate's fitness for tenure, or for appointment or promotion as associate or full professor. It should include balanced and accurate statements of the assessment of the case by faculty departmental and school committees, as well as by department chair and dean. Candidates for promotion and tenure should supplement their curriculum vitae with a personal statement outlining their accomplishments and goals in teaching and research and candidates for appointment from outside the University should do so whenever feasible. The teaching record should be accompanied by evaluations of classroom instruction and all other pedagogic activity. External letters of evaluation should be solicited from leading experts in the field chosen for their competence to judge the candidate's academic and, where appropriate, professional qualifications (to be documented by inclusion in the dossier of biographical information); wherever possible, such experts should be sought at peer universities, but it is recognized that they may be found elsewhere as well. Although some of the reviewers may be selected from a list of names provided by the candidate, most should neither be from that list nor have a close personal or professional relation with the candidate. The dossier must include all letters of evaluation received, as well as information on all those asked to give an evaluation who did not do so. The dossier also contains representative samples of the candidate's scholarship or professional performance and his or her service record.

4-F (2) Evaluation Process

4-F (2)(a) Up or Out Decisions

Careful evaluation of each faculty member shall be made at the time of consideration of grant of tenure, and at the time of consideration of promotion to associate professor whether those decisions are simultaneous or not. If those evaluations are positive, the faculty member shall receive a contract from the President stating the new status; if either decision is negative, the faculty member shall receive timely notice, as specified in Section 4-F (3), that his or her contract of employment with the University will not be renewed.

4-F (2)(b) Peer Review

The principles of academic freedom and tenure, which are firmly established in this and all other major American universities, rely on an established probationary period during which excellence in teaching and scholarly research can be demonstrated by faculty. An established probationary period only has significance if there is a definite time at which the probationary period ends.

A university is as strong as its faculty. A principle especially important to achieving a strong faculty is that the quality of a faculty member's work not be assessed by the potentially capricious judgment of any single person, but rather by a searching review by the faculty member's colleagues. This principle is given form by making sure that each faculty member is provided a Tenure Decision Date when this process of review must be completed, and ensuring that the President, as is required by his or her accountability to the Board of Trustees for maintaining the long-range quality of the institution, makes a final decision on the award of tenure based on this full and careful process of peer review by colleagues.

4-F (2)(c) *Alternative Tenure Timelines*

- *Traditional timeline.* For faculty initially appointed as assistant professor, there shall be a formal review for promotion to associate professor and the grant of tenure by the sixth year of appointment, unless school-specific guidelines approved as provided in Section 4-F (2)(d) provide a different period as explained below. (Individual adjustments in the timeline for promotion to associate professor, the grant of tenure, or both decisions, may be made by the Provost after advice by the Committee on Probationary Deadlines, see Section 4-D (1)(f), or in unusual cases after advice by the University Committee on Appointment, Promotion and Tenure.)
- *Extended timeline.* An approved school-specific guideline may provide for a longer timeline for formal review for promotion to associate professor and grant of tenure. (The longer timeline may be school-wide or for designated disciplines.) For example, there may be an eight year probationary period instead of the traditional seven years.
- *Highly extended timeline with tenure at full professor.* An approved school-specific guideline may provide for formal review for promotion to associate professor without tenure by the sixth year of appointment, followed by formal review for the grant of tenure, (generally simultaneous with promotion to professor) by the end of the school-specific probationary period. The maximum school-specific probationary period is twelve years. Both the decision on promotion to associate professor, and the decision on grant of tenure, are up-or-out decisions. See Section 4-F (3).
- *Compressed timeline with tenure at full professor.* An approved school-specific guideline may provide for formal review for promotion to associate professor without tenure midway within the traditional probationary period, followed by formal review for the grant of tenure (generally simultaneous with promotion to professor) by the end of the traditional probationary period. Both the decision on promotion to associate professor, and the decision on grant of tenure, are up-or-out decisions. See Section 4-F (3).

4-F (2)(d) *Process for Approving School-Specific Timelines*

Each change in school-specific guidelines is subject to approval by the Provost on the recommendation of the dean. Such a recommendation shall be made only if endorsed by the tenured and tenure-track faculty of the school, through a vote held by secret ballot. Unless a school specifically requests a change, the school's pre-existing policy shall remain in effect.

A faculty member holding a tenure-track (probationary) appointment at the time such a policy change comes into force will be considered under the policy in effect at the time of his or her initial appointment, unless the faculty member requests that the new policy apply and the Provost approves the request. Approval of such a request will not imply any modification in either rank or tenure status; no one shall be granted tenure or a promotion without a full review.

4-F (2)(e) *No De Facto Tenure*

To ensure that a tenure decision is made following proper faculty review, every effort must be made to bring each case to the attention of the appropriate faculty reviewing bodies.

If formal review of a faculty member for promotion to associate professor has not been initiated by the beginning of the specified year as described above, or if formal tenure review has not been initiated by nine months before the Tenure Decision Date, it is the duty of the faculty member to bring this to the attention of the Provost by written notice. The Provost shall then notify the appropriate school to commence the review procedure. There is no such thing as *de facto* tenure or tenure by default.

4-F (3) Non-Reappointment for Full-Time Probationary (Tenure-Track) Faculty

In the case of non-reappointment of a tenure-track faculty member, the faculty member shall receive notice of non-reappointment in writing as follows: (1) not later than February 15 of the first academic year of service; (2) not later than November 15 of the second academic year of service; (3) at least twelve months before the expiration of an appointment after two or more years at the University.

If the result of the promotion review to associate professor is to deny promotion to the faculty member, or if the result of the tenure review is to deny tenure, the faculty member shall be offered a terminal year of employment beyond expiration of the annual contract in place at the time of the decision and at the rank he or she held prior to review.

In the case of non-reappointment or terminal year notice, during this period the faculty member will continue to receive his or her full salary and benefits, but the faculty member's responsibilities may be altered by mutual agreement between

the faculty member and the University. Alternatively, the Provost may authorize early termination of the faculty member's performance of duties; in such a case, the faculty member will receive compensation equivalent to salary for the notice period.

Faculty appointments expire at the end of the period of service as specified in Section 3-B (5) of Chapter 3, unless a different date is specified in the appointment letter or any subsequent reappointment letter.

4-G EVALUATION, REAPPOINTMENT AND PROMOTION OF NON-TENURE-TRACK FACULTY

(1) The University has no obligation to renew a non-tenure-track faculty appointment.

(2) University policies, and school-specific guidelines approved by the Provost under this subsection, address the question of review and recommendation procedures for appointment, reappointment or mid-contract termination of non-tenure-track faculty.

Procedures for appointment, reappointment and promotion shall provide thoroughness and documentation sufficient for evaluation of the suitability and qualifications of the candidate, and review and recommendation by an appropriate faculty body. Procedures for reappointment and promotion do not apply to individuals on non-renewable contracts. Procedures for part-time faculty may be abbreviated with permission of the Provost.

Proposed non-tenure-track faculty guidelines of a school are formulated by the Dean after the recommendation of both the tenured and tenure-track faculty, acting through the faculty council or another appropriate faculty committee or, in some smaller units, the entire faculty. The proposed guidelines will be submitted for approval by the Provost and do not take effect until approved.

For each proposed set of guidelines submitted to the Provost, the Provost will seek the advice of the Academic Senate Executive Board on whether (a) the procedure used in formulating and endorsing the guidelines provided adequate means for the faculty to fulfill its responsibility for matters of faculty academic status; (b) the content of the proposed school guidelines is consistent with the Faculty Handbook and other University policy; and (c) the proposed guidelines have no adverse University-wide implications.

(3) Contracts of non-tenure-track faculty may be terminated earlier than their stipulated end, with a minimum of 90 days' notice, if there is a bona fide need to do so (a) based on cutbacks in external sources of funding for the specific activity, or (b) based on substantial program change or departmental reorganization or substantial resource limitations in the school, or (c) based upon poor performance or adequate cause, in which case the Dean must consult first with the appropriate faculty committee. Adequate cause for a termination shall be one or more of the following: violations of academic freedom, misconduct,

dishonesty, unmanaged or unreported conflict of interest, or moral turpitude. Dismissals for cause must be in accord with procedures specified in Chapter 8. Mid-contract terminations for poor performance or adequate cause should not be confused with dismissals for cause; termination is based on a failure to meet expectations that is less egregious and that does not entail the same opprobrium as dismissal.

During any notice period the faculty member will continue to receive his or her full salary and benefits, but the faculty member's responsibilities may be altered by mutual agreement between the faculty member and the University. Alternatively, the Provost may authorize early termination of the faculty member's performance of duties. In such a case, the faculty member will receive compensation equivalent to 90 days' salary.

4-H ADVISORY COMMITTEES ON APPOINTMENTS, PROMOTIONS AND TENURE

4-H (1) University Committees

The President receives the advice of the University Committee on Appointments, Promotions, and Tenure. This committee generally consists of at least six panels of four to eight faculty members. For nomination procedures, see Section 2-B (4)(a) of Chapter 2. The committee may use consultants or appoint ad hoc panels or members as necessary. A member of the University Committee on Appointments, Promotions and Tenure shall not participate in the deliberations on a dossier prepared by the academic unit within which he or she serves. (Such a unit would be a department in the larger schools or the school itself when that unit is not departmentalized.)

For librarians, the President receives the advice of the University Committee on Librarian Appointments, Promotions and Continuing Appointments. This committee generally consists of a single panel of four to eight members. For nomination procedures, see Section 2-B (4)(a) of Chapter 2. The committee may use consultants or appoint ad hoc panels or members as necessary. A member of the University Committee on Librarian Appointments, Promotions and Continuing Appointments shall not participate in the deliberations on a dossier prepared by the specific unit within which he or she serves.

4-H (2) School or Divisional Committees on Appointments, Promotions and Tenure

In preparing all recommendations to the Provost, and in making delegated decisions on appointments and promotions, the dean receives the advice of faculty committees on appointments, promotions, and tenure. These committees are selected in accordance with school guidelines. In larger schools there are departmental as well as school faculty committees on appointments, promotions, and tenure. Some schools may utilize committees of the whole departmental or school tenured faculty, or divisional or institute faculty committees on

appointments, promotions, and tenure. Procedures for certain appointments are abbreviated as provided in Section 4-A.

Chapter 5

Policies Pertaining to Research

Chapter 5. **POLICIES PERTAINING TO RESEARCH**

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5-A RESEARCH PROPOSALS

All faculty-initiated proposals relating to research or training programs, whether made to private foundations, corporations, or government sponsors, must be transmitted to the prospective sponsor through regular USC channels, including the Department of Contracts and Grants. Approaches to private sources of funding must be coordinated with the Office of the Senior Vice-President, University Advancement, as well as submitted to the dean or Provost. See the University policies website, <http://www.usc.edu/policies>. All proposals for sponsored research or training programs should utilize Proposal Approval Record forms to document approvals by academic and administrative officers before submission to the Department of Contract and Grants. These should be prepared as far in advance of submission dates or deadlines as possible. For more information on the preparation process, please consult the Department of Contracts and Grants website, <http://research.usc.edu/dcg>.

5-B CLASSIFIED AND PROPRIETARY RESEARCH

The University policy regarding participation in classified or proprietary research is not to accept or to renew extramural contracts, grants, gifts or other agreements that restrict the rights of the faculty to free conduct of inquiry or to free scholarly dissemination of results within a reasonable time.

5-B (1) Basic Principles

This policy is based upon adherence to four basic principles. The first of these is the critical importance of freedom of inquiry to the academic community. The University does not presume to impose limits on the freedom of the faculty in the choice of fields or methods of inquiry, and cannot allow outside agencies to do so. The second principle, closely linked to the first, is the importance of unrestricted scholarly dissemination of the results of research. Scholarly publication or other means of access by interested persons to such results, normally including underlying data and procedures or analysis as well as final results, are essential elements in the progress of knowledge. Similarly important is the third principle, that of open identification of the actual sources of funding for all sponsored programs. The University must be free to disclose the existence of a project, the general nature of the inquiry, and the level and duration of funding as well as the identity of the sponsor. Finally, the fourth principle involves the University's recognition and protection of the legitimate rights of an outside sponsor, especially in terms of patent issues or possible disclosure of proprietary information. Thus, the University may grant to a sponsor the privilege of review or temporary delay of publications as indicated under Exception (a) in Section 5-B (2).

5-B (2) Exceptions

Exceptions to the policy enunciated above are as follows:

(a) The University may permit sponsor review and delay (normally not to exceed three months and never to exceed one year), but not denial of publication of results, for one of the following reasons:

- If a project involves use of privileged data from the sponsor;
- If a project is only one task or element of a larger program and the release of result must be coordinated with others; or
- If a project involves the development of a process or invention that may be patentable. These publications should suitably protect the sponsor's proprietary or confidential input data according to mutually agreed upon contractual requirements and normal standards of professional ethics.

(b) The University may consent to the preparation of privileged reports to a sponsor such as technical reports and other materials produced specifically in satisfaction of a contract, provided that the purpose and the general results of the research remain publishable. Such arrangements must be clearly established in the terms of agreement.

(c) The University may permit faculty with appropriate security clearance to have access to classified facilities or to classified information outside the University, provided that such access is necessary to the conduct of the research and that neither the conduct nor the general results of the research are treated as classified within the University.

(d) The University does not agree to participate in classified research, except in rare instances involving national security, exceptional national need, or other special circumstances. Proposals for such exceptions must be reviewed and approved by a standing committee of faculty from a broad range of disciplines appointed by the Provost.

(e) Finally, the University does not prohibit its faculty from engaging in individual consulting relationships with external organizations that may involve classified research. Normal University policies governing consulting activity will apply in all such cases, and care must be taken to prevent the appearance of University participation in the classified research.

5-B (3) Scope and Applicability

This policy applies with equal force to all government, private, foreign-sponsored projects, and to all gift agreements. All agreements for sponsored projects must clearly state that University investigators retain full and free rights to publish the general results of their research in the manner accepted in the relevant discipline.

5-C RESEARCH INVOLVING HUMAN SUBJECTS

The University Institutional Review Boards (IRBs) are fully authorized to review all research proposals, whether funded or not, that are conducted by the faculty, staff, and graduate or undergraduate students, that involve the use of human subjects. The University IRBs have been established to comply with regulations of various federal agencies, and are committed to conducting biomedical and behavioral research involving human subjects under rigorous ethical principles. The IRBs are required to assure that:

- Research methods are appropriate to the objectives of the research;
- Research methods are the safest, consistent with sound research design;
- Risks are justified in terms of related benefits to the subjects;
- Subjects' privacy is protected;
- Subjects participate willingly and knowingly to the extent possible; and
- Research projects are monitored by the IRBs.

For more information on the IRB review process, please consult the USC Institutional Review Board website, <http://oprs.usc.edu>.

5-D PATENT POLICY

A basic function of the University is to contribute to knowledge and culture by creative activity in all academic areas, and to disseminate the results of such creative activity by the most appropriate and effective means. The securing of a patent, in certain circumstances, may be the most appropriate and effective means of disseminating the knowledge involved, and it is the general policy of the University to encourage and support production of such patents for the purpose of dissemination of knowledge.

Chapter 6

Providing a Safe Educational and Work Environment

Chapter 6. **PROVIDING A SAFE EDUCATIONAL AND WORK ENVIRONMENT**

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6-A FOUNDATIONS

6-A (1) Equal Opportunity

The University of Southern California is an equal-opportunity educator and employer, proudly pluralistic and firmly committed to providing equal opportunity for outstanding persons of every race, creed, and background. The University strives to maintain a community in which each person respects the rights of other people to live, work and learn in peace and dignity, be proud of who and what they are, and to have equal opportunity to realize their full potential as individuals and members of society. To this end, the University places great emphasis on those values and virtues that bind us together as human beings and members of the Trojan Family. The University enthusiastically supports this principle in its entirety, and expects that every person associated with the University will give continuing support to its implementation.

6-A (2) Non-Discrimination and Affirmative Action

The University is firmly committed to complying with all applicable laws and governmental regulations at every level of government that prohibit discrimination against, or which mandate that special consideration be given to, students and applicants for admission, and faculty, staff and applicants for employment, on the basis of any protected characteristic, as defined in Section 6-A (5).

This commitment applies to all of the University's educational programs and activities, including admissions, and all personnel actions including but not limited to recruiting, hiring, promotion, demotion, compensation, benefits, transfers, layoffs, return from layoff, provision of leaves, training, education, tuition assistance and other University programs. In addition, an otherwise qualified individual must not be discriminated against in, or excluded from, admissions, participation in educational programs and activities, or employment due to his or her disability. The University seeks compliance with all statutes prohibiting discrimination in education, including Title VI and Title VII of the Civil Rights Act of 1964, Title IX of the Education Amendments of 1972, Section 504 of the Rehabilitation Act of 1973, the Age Discrimination Act of 1975, the Age Discrimination in Employment Act of 1967, and the Americans with Disabilities Act of 1990 which respectively prohibit discrimination. This good-faith effort to comply is made even when such laws and regulations conflict with each other. The University will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship.

All employment ads for faculty or staff positions shall include the following notice: *USC is an equal-opportunity educator and employer, proudly pluralistic and firmly committed to providing equal opportunity for outstanding persons of every race, gender, creed and background. The University particularly encourages women, members of underrepresented groups, veterans and individuals with disabilities to apply. USC will make reasonable accommodations for qualified*

individuals with known disabilities unless doing so would result in an undue hardship. Further information is available by contacting uschr@usc.edu.

6-A (3) Academic Freedom

Just as the University is committed to securing for its students, faculty and staff a safe educational and work environment free of sexual harassment, it is equally committed to maintaining academic freedom as declared in Section 3-B (1)(a) of Chapter 3. Our academic community also recognizes that when harassment is committed against students or faculty it threatens their academic freedom.

The University recognizes that students are exposed to thought-provoking ideas as part of their educational experience, and some of these ideas may challenge their beliefs and may lead a student to claim that an educational experience is offensive. Therefore allegations of harassment that arise in the educational context will be considered in keeping with the University's commitment to academic freedom. The educational experience may include, for example, lectures, dialogues, assigned materials, and student assignments, and visual or written material as well as speech. The faculty member should carefully consider the class climate and ground rules around academic discourse, so that student learning is promoted but students are not unreasonably exposed to conditions in which harassment could easily arise.

6-A (4) Advice and Counseling

A faculty member who is either an alleged offender or a complainant under these policies may seek advice from the Academic Senate President and the Senate Committee on Faculty Rights and Responsibilities, recognizing that such communications are not confidential or legally privileged. Mediation and grievances are not available as substitutes for the process explained in this policy. Parties to hearings on grievances or dismissals before the Committee on Tenure and Privileges Appeals may have legal counsel participate as provided in Chapters 7 and 8.

Any person found to have been subjected to discrimination or harassment may access free counseling services through the University. Such services are also available to others who have been affected by harassment or discrimination, as well as to the person who engaged in the discrimination or harassment. Counseling for faculty and staff is provided through the Center for Work and Family Life, and for students through the Engemann Student Health Center and the Center for Women and Men.

A student, faculty or staff member who reports that that he or she has been a victim of sexual assault or sexual harassment, or any form of gender-based misconduct, will receive written notification of (a) rights and options; (b) existing counseling, health, mental health, victim advocacy, legal assistance, and other services available for victims both on-campus and in the community; (c) options for, and available assistance in, changing academic, living, transportation, and working situations, if so requested by the victim and if such accommodations are

reasonably available, regardless of whether the victim chooses to report the crime to the Department of Public Safety or local law enforcement.

6-A (5) Protected Characteristics

The protected characteristics under this policy include race, color, national origin, citizenship, ancestry, religion, gender, gender identity, gender expression, sex, sexual orientation, age (40 or older), physical disability, medical condition, mental disability, marital status, pregnancy, veteran status, genetic information, and any other characteristic which may be specified in applicable laws and governmental regulations.

6-A (6) Relation to Other Policies

Both faculty and staff members are mentioned in this policy because the same substantive responsibilities are imposed on both. This policy also states the basic procedure for complaints against faculty and staff members, with somewhat different processes for each. Additional information is at <http://equity.usc.edu>. The substantive policy on behavior by students is similar to this policy, with a separate process for considering complaints against students; both are set out in SCampus, <http://scampus.usc.edu>. For behavior by anyone else who interacts with the University community, see <http://equity.usc.edu/sexual-harassment>. Some but not all of the provisions in this policy are required by law.

6-A (7) Definitions

Mentions of "this policy" refer to all of Chapter 6. "Protected characteristics" are defined in Section 6-A (5). References to "discrimination, harassment, or retaliation" encompass any violation of this policy and mentions of any prohibited behavior include threats or attempts to perform that behavior. "Action" and similar terms include failure to act when there is a duty to do so. "Designated Investigator" is defined in Section 6-E (1). References to the "Vice Provost" mean the Vice Provost or Vice President designated by the Provost to take actions under this policy.

6-A (8) Sources of Information

Questions regarding the application of the various rules and regulations concerning equal employment opportunity, affirmative action, and non-discrimination should be addressed to the Office of Equity and Diversity. The Disabled/Veterans Affirmative Action Plan may be reviewed by employees and applicants upon request; for further information or to make an appointment during regular business hours, contact the Office of Equity and Diversity. The University's Title IX Coordinator, Age Discrimination Act Coordinator, and Americans with Disabilities Act/Section 504 of the Rehabilitation Act of 1973 Coordinator, is Jody Shipper, Executive Director of the Office of Equity and Diversity, University Park Campus, Los Angeles, California 90089-0704. Further information on accommodations for disabilities is available from Human Resources Administration by contacting uschr@usc.edu or (213) 821-8111.

6-A (9) Fundamental Fairness

Procedures for disciplinary action shall provide a prompt, fair, and impartial investigation and resolution.

6-B POLICY AGAINST DISCRIMINATION, HARASSMENT, AND RETALIATION

The University of Southern California is committed to maintaining an environment that is free from discrimination and harassment, including sexual harassment. To carry out this University commitment, the University will not tolerate statements or actions that create a discriminatory or harassing work or educational environment.

Attempts or threats to commit acts prohibited by this policy, or to omit acts required by this policy, are prohibited. Complaints and witness statements that are not in good faith are also prohibited.

Any faculty or staff member who violates this policy will be subject to appropriate disciplinary action for misconduct, which may include termination or dismissal for cause in accordance with applicable University policies.

This policy applies to all behavior by a faculty or staff member while performing a University role; or on campus or at a facility of the University; or at an activity under the auspices of the University; or where the victim is a faculty or staff member, student, post-doctoral fellow, resident, applicant, patient, vendor, contractor, or visitor, or employee of an affiliate of the University; or which is adequate cause for discipline under Sections 8-B or 8-C of Chapter 8. For behavior by students, see <http://scampus.usc.edu>; for behavior by anyone else who interacts with the University community, see <http://equity.usc.edu/sexual-harassment>.

6-B (1) Discrimination

No faculty or staff member may discriminate against anyone based on any protected characteristic, as defined in Section 6-A (5).

6-B (2) Harassment Based on a Protected Characteristic

No faculty or staff member may take actions that are harassing, abusive, or intimidating against anyone based on any protected characteristic, as defined in Section 6-A (5), or commit actions that adversely affect another because of a protected characteristic.

Such conduct may include, but is not limited to, the following examples, if a reasonable person would have perceived them as objectively offensive, and with due respect for the protection of academic freedom as discussed in Section 6-A (3):

- Ridicule, abuse, insults or derogatory comments that are directly or indirectly based on a protected characteristic;
- Offensive remarks about an individual's looks, clothing, or body parts, that relate to a protected characteristic;
- Offensive comments about an individual's racial, ethnic, or religious characteristics;
- Disparaging or offensive remarks about an individual's sex or gender whether or not sexual in nature;
- Offensive comments about an individual's religious beliefs or lack of religious beliefs;
- Expressing negative stereotypes regarding an individual's country of birth, ancestry, citizenship, or race;
- Negative comments regarding an individual's age when referring to employees 40 and over;
- Disparaging, intimidating, or offensive references to an individual's mental or physical impairment or disability;
- Disparaging and unwelcome racial or ethnic remarks, or disparaging and unwelcome racial or ethnic slurs, jokes, or epithets;
- Disparaging and unwelcome comments based on other protected characteristics;
- Offensive and unwelcome language directed at someone because of her or his gender, or based on gender stereotypes;
- Any unwelcome verbal or physical behavior based on any protected characteristic when the behavior can reasonably be considered to adversely affect the work or academic environment, or when an academic, admissions, or employment decision or recommendation affecting the individual is based on his or her acceptance or rejection of such behavior.

6-B (3) Other Harassment

No faculty or staff member may take actions that are harassing, abusive, or intimidating against another member of the University community, even if not based on a protected characteristic, if a reasonable person would have perceived them as objectively offensive, and with due respect for the protection of academic freedom as discussed in Section 6-A (3). Such actions may be investigated and corrective action or discipline imposed under this policy; or such actions may instead be responded to as are other instances of misconduct or poor performance.

6-B (4) Sexual Harassment

No faculty or staff member may commit sexual harassment, defined as unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature when:

- submission to such conduct is either explicitly or implicitly made a term or condition of an individual's employment, appointment, admission, or academic evaluation; or
- submission to such conduct is used as a basis for evaluation in personnel decisions, academic evaluations, or admissions evaluations affecting an individual; or
- such conduct has the effect of unreasonably interfering with an individual's work or academic performance, or creating an intimidating, hostile, or offensive working or learning environment.

Sexual harassment includes, but is not limited to, the following examples, if a reasonable person would have perceived them as objectively offensive, and with due respect for the protection of academic freedom as discussed in Section 6-A (3):

- written instances: suggestive or obscene communication via letters, notes, text messages, e-mails, any material distributed via social media, or any type of digital communication.
- verbal instances: derogatory comments, slurs, jokes, or epithets of a sexual nature or sexist remarks, discussions about sex or sexual activities, requests for sexual favors, repeated and unwelcome propositions for dates, or offensive sexual remarks about an individual's looks, clothing, or body parts when related to sex or gender.
- physical instances: leering, stalking, assaults, impeding or blocking movement, touching, or body contact.
- visual instances: inappropriate display of sexually explicit objects, pictures, cartoons, posters, computer screensavers, websites, movies, drawings, or sexual gestures.

6-B (5) Sexual Assault

No faculty or staff member may commit sexual assault, defined as any physical sexual act (including, but not limited to, actual or attempted intercourse, sexual touching, fondling, or groping), perpetrated upon a person:

- without consent, or where consent is not freely given;

- where the assailant uses physical force, threat, coercion, or intimidation to overpower or control another; or where the victim fears that he or she, or another person, will be injured or otherwise harmed if he or she does not submit; or
- where the victim's ability to give or withhold consent is impaired due to the influence of alcohol or other drugs, or due to age or mental incapacity, or because of unconsciousness or blackout.

Valid consent must be informed and knowing. When people consent to sexual activity, they will have indicated, verbally or otherwise, that they are participating willingly, freely, and voluntarily; silence, in and of itself, cannot demonstrate consent. Consent is an ongoing process in any sexual interaction and may be withdrawn at any time during a sexual interaction. The existence of a dating relationship between the persons involved, or the fact of past sexual relations between them, does not by itself demonstrate consent. When there is a difference in power or authority (either due to differences in physical strength, or differences in real or perceived authority), the question of consent is more carefully scrutinized to ensure meaningful consent.

6-B (6) Child Abuse

No faculty or staff member may commit an act of child abuse, including sexual abuse of an individual under 18 years of age. All faculty and staff members are required to report any instances of known or suspected abuse, molestation or neglect relating to children. Please see Section 6-D (1)(b) and the University policy on Protecting Minors, <http://www.usc.edu/policies>.

6-B (7) Stalking

No faculty or staff member may engage in stalking. Stalking is defined as a course of conduct directed at a specific person that would cause a reasonable person to feel fear or apprehension or suffer substantial emotional distress, or to fear a threat to her or his safety, mental health, or physical health, or the safety of others. Stalking is also a crime. Tormenting behavior is prohibited equally with stalking. Tormenting behavior is defined as willful conduct directed at a specific person that seriously alarms or terrorizes the person, that would have that effect on a reasonable person, and that serves no legitimate purpose.

6-B (8) Retaliation

No faculty or staff member may threaten, attempt, or commit retaliation against anyone who, in good faith, brings a complaint under this policy or applicable law; or participates in investigation of such a complaint; or protests in good faith alleged discrimination, harassment, or retaliation against another; or exercises their rights or responsibilities under this policy.

Such retaliation may include, but is not limited to, the following types:

- Coercion, intimidation, interference, harassment, discrimination, or vexatious behavior;
- Adverse employment or academic action (or recommending that such action be taken), such as lowering a grade or a performance evaluation, giving a poor academic or employment recommendation, or causing the individual to be demoted or terminated or not promoted, hired, or admitted;
- Exclusion from employment or educational opportunities or limiting scholarly activities such as teaching, research, or publication;
- Limiting employment opportunities, such as providing a poor reference, or refusing to allow appropriate travel;
- Spreading negative information about the individual;
- Shunning or ostracizing an individual.

6-C HARASSMENT-AWARENESS TRAINING

All faculty and staff members must periodically complete required harassment-awareness training programs provided by the University. Additional examples of harassment are provided in this training. It is important for faculty and supervisors to take this training even if they do not believe they need it. This is especially so for senior faculty, who are leaders of the academic community and role models for others. Taking the training as periodically required is not discretionary; it is part of the duties of each faculty and staff member.

6-D PROCEDURES FOR COMPLAINTS

6-D (1) Complaints and Reports

6-D (1)(a) Complaint by Person Subject to Discrimination, Harassment, or Retaliation

Anyone who believes he or she has been discriminated against, harassed, or retaliated against in violation of this policy, or is otherwise directly affected by behavior prohibited by this policy, should report the fact to the Office of Equity and Diversity at 213-740-5086. If another faculty or staff member receives or is informed of a formal or informal complaint, that person must report the matter to OED, as stated in Section 6-D (1)(b).

OED also oversees affirmative-action compliance. Complaints of gender-based sexual misconduct, including sexual harassment or Title IX, should be addressed to the University's Title IX Coordinator, Jody Shipper, CUB Building, University Park Campus, Los Angeles, California 90089-0704, 213-740-5806. Jody Shipper is also the University's Americans with Disabilities Act/Section 504 of the Rehabilitation Act of 1973 Coordinator. She is also the University's Age

Discrimination Act Coordinator. If a complaint is against a student, contact either the Title IX Coordinator or Student Judicial Affairs and Community Standards (SJACS).

Complainants are expected to make their complaints as soon as possible. While there is no time limit to making a complaint to the University, delay in taking formal action with respect to an incident may foreclose other remedies under federal or state law, and can otherwise impede the investigation, due to changes in memory, or the reduced likelihood of finding witnesses.

6-D (1)(b) Reports of Violations Under University Policy

This Section 6-D (1)(b) deals only with responsibilities under University policy; for responsibilities under the law see Section 6-D (1)(c).

(i) Any faculty or staff member who receives or is informed of a formal or informal complaint involving our policy prohibiting discrimination, harassment, or retaliation, is required to immediately bring the matter to the attention of the Office of Equity and Diversity at (213) 740-5086. The same responsibility exists for a violation of Title IX.

(ii) Moreover, any faculty or staff member who is aware of sex-based harassment must report it to the Title IX Coordinator regardless of whether a complaint is made.

(iii) Health-care professionals and any other individuals who are statutorily exempt from reporting should respect confidentiality.

(iv) The Office of Equity and Diversity will decide whether an investigation is appropriate in the circumstances; the person initially learning of the complaint must not make that decision or try to investigate or resolve the matter except under the guidance of OED.

(v) A notification to the Office of Equity and Diversity shall preferably be in writing or by email and should include (1) all known information about the alleged or suspected discrimination, harassment, or retaliation; (2) the names of the complainant and of the alleged offender(s), if known; and (3) any additional information which would enable the investigator to investigate the allegation.

(vi) Any faculty or staff member is required to report any known or suspected abuse, molestation or neglect related to children. See Section 6-B (6) and the University policy on Protecting Minors at <http://www.usc.edu/policies>. For other responsibilities, see the University policy on Reporting Wrongdoing at <http://www.usc.edu/policies>.

(vii) No employee or unit of the University other than the Office of Equity and Diversity should attempt to investigate or resolve an apparent violation of any of these policies on discrimination, harassment or retaliation except under the guidance of the Office of Equity and Diversity (and except as permitted by

Section 6-B (3)) so it can decide whether an investigation is appropriate in the circumstances.

6-D (1)(c) Legal Responsibilities

This Section 6-D (1)(c) is to remind certain faculty and staff members of responsibilities under the law; for responsibilities under University policy see Section 6-D (1)(b).

(i) Supervisors must promptly inform the Office of Equity and Diversity of any report to them of sexual assault or sexual harassment, under Title VII of the Civil Rights Act of 1964 and California's Fair Employment and Housing Act.

(ii) Responsible USC officials must promptly inform the Title IX Coordinator of any report of gender-based sexual misconduct, or other violation of Title IX, under Title VII of the Civil Rights Act of 1964 and California's Fair Employment and Housing Act, see 6-D (1)(a). Responsible USC officials include the Provost and all Vice Provosts; Deans of schools, as well as Vice Deans for Faculty and for Students; and any administrator of the rank of Assistant Vice President or above.

(iii) Campus Security Authorities must promptly inform the Department of Public Safety about any report of sexual assault or other crime within USC's geographic area, under the Clery Act (The Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act of 1990). Campus Security Authorities include any USC official who has significant responsibility for student and campus activities, including student discipline. The definition of CSA is found in the University's Annual Security Report, <http://capsnet.usc.edu/departments/public-safety/annual-security-report>.

(iv) Those designated by law as a "mandated reporter" have an individual duty to report known or suspected abuse or neglect related to children, elders or dependent adults, under the Child Abuse and Neglect Reporting Act and the Welfare and Institutions Code. This requirement and the definition of "mandated reporter" are explained in the policies on Mandated Reporters, Protecting Minors, and Reporting Wrongdoing at <http://www.usc.edu/policies>.

6-D (1)(d) Other Information on Violations

In the absence of a complaint or report, the University may initiate an investigation if it has reason to believe that this policy has been violated.

6-D (1)(e) Complaints to Government Agencies

In addition to notifying the University about unlawful discrimination, harassment, or retaliation, affected employees or other complainants also may direct their complaints to the California Department of Fair Employment and Housing (DFEH) or the Equal Employment Opportunity Commission (EEOC), which have the authority to conduct investigations of the facts. The deadline for filing complaints

with the DFEH is one year from the date of the alleged unlawful conduct. If the DFEH believes that a complaint is valid and settlement efforts fail, the DFEH may seek an administrative hearing before the California Fair Employment and Housing Commission (FEHC) or file a lawsuit in court. Both the FEHC and the courts have the authority to award monetary and non-monetary relief in meritorious cases. The Office for Civil Rights (OCR) is responsible for enforcing laws prohibiting discrimination on the basis of race, color, national origin, disability, age, or sex. Any person who believes that the University has violated nondiscrimination or affirmative-action obligations as a Federal contractor may contact the Office of Federal Contract Compliance Programs (OFCCP). Contact information: DFEH: email contact.center@dfeg.ca.gov or <http://www.dfeh.ca.gov>. EEOC: 1-800-669-4000 (TTY 1-800-669-6820) or <http://www.eeoc.gov>. OCR: <http://www.hhs.gov/ocr/office/about/contactus/>. OFCCC: 1-800-397-6251 (TTY: 1-202-693-1337).

The crime of rape, or attempted rape, is a serious criminal act. It is the victim's right to choose whether to file a criminal report. The University encourages victims to consider reporting these crimes. To report a crime, victims may contact the Department of Public Safety (DPS), (213) 740-4321, 24 hours a day. Whenever a crime of a sexual nature is reported to DPS, they immediately notify the Los Angeles Police Department. The LAPD (or the appropriate law enforcement agency if outside of Los Angeles) has the responsibility for the investigation of these crimes; DPS is not permitted to do so. Any report filed with DPS will be shared with the Title IX Coordinator.

6-D (2) Confidentiality and Privacy

Although the University cannot commit to keeping a complaint under this policy confidential because of its obligation to investigate, the University will protect the confidentiality of the person bringing the allegation as well as the accused to the extent possible by using its best efforts not to disseminate information concerning the allegation beyond those who have a legitimate need to know. Any publicly-available recordkeeping will exclude information about the victim to the extent permissible by law.

6-D (3) Warning Against Retaliation

The Designated Investigator shall inform the complainant that the law and the University's rules prohibit threatened, attempted, or actual retaliation against him or her for bringing a good-faith complaint, or against any participant in good faith in the investigation, or against any person who in good faith protests the alleged discrimination, harassment, or retaliation; and shall inform the complainant that any incident of retaliation must be reported immediately to the Office of Equity and Diversity

In addition, when the Designated Investigator investigates the complaint, he or she shall warn the alleged offender(s) that retaliation or threats or attempts to retaliate are strictly prohibited. See Section 6-B (8).

6-D (4) Notification

Upon receipt of an allegation by or against a faculty member, the Office of Equity and Diversity shall notify the appropriate Dean and the Vice Provost for Faculty Affairs and the Vice Provost designated by the Provost for such matters.

6-E INVESTIGATION

6-E (1) Designated Investigator

The Office of Equity and Diversity is Designated Investigator under this policy. If the person accused or the complainant believes there is a conflict of interest involving an investigator in the Office of Equity and Diversity, he or she may call that to the attention of the Executive Director of that office, or to the Associate Senior Vice President, Human Resources, who supervises that office.

The University may designate a different investigator if it determines it is appropriate.

The Designated Investigator will conduct a prompt, thorough, and impartial investigation of the complaint to determine whether a preponderance of the evidence shows that a violation of this policy has occurred.

6-E (2) Informing the Alleged Offender

In the conduct of the investigation, the Designated Investigator shall present the alleged offender with sufficient information so that he or she can meaningfully respond. In communications with the alleged offender, the Designated Investigator will attempt to employ means of communication that preserve confidentiality. The alleged offender shall participate in interviews as requested and may also respond in writing.

6-E (3) Investigative Procedure

The investigation will be conducted in accordance with the University's policies and procedures generally applicable to investigations by the Office of Equity and Diversity. The investigation includes interviewing the complainant, alleged offender(s) and relevant witnesses, and viewing other evidence as may be available. All faculty and staff members and all students are required to cooperate in the investigative process. In investigations of an allegation of sexual assault or sexual harassment, or any form of gender-based misconduct, both the faculty member accused as well as the complainant (whether faculty or staff member, or student) shall have equal procedural rights. For the availability of advice and counseling, see Section 6-A (4). More detailed information about the investigative procedure is available at the Equity and Diversity website, <http://equity.usc.edu>.

6-E (4) Investigator's Report

The Designated Investigator shall attempt to complete the investigation and make a written report as efficiently and promptly as possible. Absent extenuating circumstances, the University endeavors to complete investigations of complaints of sexual harassment or sex/gender discrimination within 60 days from the date of an intake interview, and for other complaints within 90 days. If the report is not complete within the stated 60- or 90-day time frame, the alleged offender, the complainant, the Academic Senate President, or the designated Vice Provost may ask the Associate Senior Vice President, Human Resources (who has authority over the Office of Equity and Diversity) to explain why it is not yet complete.

6-F RESPONSE TO INVESTIGATION/ APPEAL OF FINDINGS

The Designated Investigator will notify the complainant and the alleged offender of the findings of the investigation, as well as the procedures for appeal, in writing and on the same day.

The University will take immediate and appropriate corrective action when it is determined that harassment or other violation of this policy has occurred. If the finding of violation is modified or reversed on appeal, any discipline will be reviewed and modified or rescinded as appropriate.

6-F (1) Appeal of Findings

For cases against faculty or staff, within 10 calendar days of being notified of the findings, either the person accused or the complainant (whether faculty or staff member, or student) may appeal the findings to the Executive Director of the Office of Equity and Diversity. If the Executive Director has personally conducted the investigation, the appeal will instead be to the Associate Senior Vice President, Human Resources. If the Associate Senior Vice President, Human Resources is not available, an official designated by the Senior Vice President, Administration, will act instead.

6-F (2) Staff

For complaints against staff, the Associate Senior Vice President for Human Resources, will receive and review the investigative report and, when warranted, take appropriate corrective action, including any disciplinary action deemed appropriate. If the Associate Senior Vice President, Human Resources is not available, an official designated by the Senior Vice President, Administration, will act instead. The possible sanctions range from counseling or a written reprimand to suspension or termination, depending upon the severity of the conduct. For more information, please consult the Equity and Diversity website, <http://equity.usc.edu>, and also the policy on Staff Disciplinary Practices, <http://www.usc.edu/policies>. For cases alleging a violation of the University policy against sexual harassment, or any form of gender-based misconduct, both

the complainant and the respondent shall be notified, in writing and on the same day, of the disciplinary decision, as well as any change in that decision.

A staff corrective action may be appealed in writing within ten calendar days to the Senior Vice President, Administration. For cases alleging a violation of the University policy against sexual harassment, or any form of gender-based misconduct, both parties will have the same rights of appeal and, should either party appeal, the appeals document will be forwarded to the other party.

6-F (3) Faculty

For complaints against faculty, the Vice Provost will receive and review the investigative report and consult with the President of the Academic Senate and the relevant Dean. When warranted and considering the seriousness of the offense and all the circumstances, the Vice Provost will proceed to take action as set forth in Section 6-I. For cases alleging a violation of the University policy against sexual harassment, or any form of gender-based misconduct, both the complainant and the respondent shall be notified, in writing and on the same day, of the disciplinary decision as well as any change in that decision.

The faculty member may file a grievance as provided in Section 6-H. For cases alleging a violation of the University policy against sexual harassment, or any form of gender-based misconduct, both parties will have the same rights to file a grievance. Should either party do so, the document will be forwarded to the other party.

However, dismissal for cause and demotion as defined in Section 8-D (5) of Chapter 8, shall occur only pursuant to the formal proceedings set forth in Section 8-D (2) of Chapter 8, commencing with Step 4, if the Provost decides to bring formal charges on the recommendation of the Vice Provost. In making such a recommendation to the Provost, the Vice Provost shall confirm that the alleged offender received a statement of evidence and was allowed 18 calendar days to provide comments in writing. The Vice Provost will consider any comments provided and will share them, and the statement of evidence, with the Provost. Moreover, for cases alleging a violation of the University policy against sexual harassment, or any form of gender-based misconduct, the Vice Provost shall confirm that the complainant also received the statement of evidence and was allowed 18 calendar days to provide comments in writing, and that the comments of each were forwarded to the other party.

6-G RIGHT TO A HEARING

With respect to any sanction or corrective action taken by the Vice Provost, the faculty member will be entitled, within ten calendar days of being notified of the Vice Provost's decision, to file a grievance as provided in Chapter 7 of this Faculty Handbook. In the case of an allegation of sexual assault or sexual harassment, or any form of gender-based misconduct, both the faculty member accused as well as the complainant (whether faculty or staff member, or student) shall have the

same right to file a grievance regarding the sanction or corrective action as provided in this section.

In cases of alleged sexual harassment, sexual assault, discrimination, or retaliation in which the complainant and the respondent are of different genders, the grievance hearing panel, or the Step 5 (of Section 8-D (2) of Chapter 8) hearing panel for a dismissal or demotion, shall include members of different genders.

If certain sanctions are grieved, and the Provost also brings forward charges seeking dismissal or demotion of the faculty member, the same panel will function as the grievance hearing panel and the dismissal hearing board (as provided in Step 5 of the formal proceedings set forth in Section 8-D (2) of Chapter 8).

6-H SANCTIONS AND CORRECTIVE ACTIONS

When a faculty member has been found to have violated this policy, sanctions and corrective action may include but are not limited to, any of the following:

- approving an informal resolution;
- ensuring that the person against whom the complaint is made is not called upon to write letters of recommendation or make academic judgments about the person making the complaint or any other decision that affects the academic or professional career of the complainant or witnesses (and making alternative arrangements if necessary);
- changing advisers, graders, the line of supervision, or physical locations of work;
- conducting training, holding discussions, distributing leaflets, showing videos or films, or sending letters in the relevant unit explaining the University's policy on discrimination, harassment, or retaliation;
- action to remedy harm to the complainant or witnesses, e.g., reinstatement of teaching or research assistantships from which complainant or witness was removed by the accused or re-evaluation of course work graded unfairly by the accused;
- reviewing materials in the complainant's or witness's file and, if there is evidence of materials placed in the file by the individual as an act of discrimination, harassment or retaliation, removing such materials when appropriate;
- counseling of the individual by his or her supervisor(s), such as the Dean, Vice Provost, or Provost, about the individual's behavior;
- counseling by the Center for Work and Family Life or its designee;

- oral warning of the individual by his or her supervisor(s), such as the Dean, Vice Provost, or Provost, with a record in the individual's personnel file, that the individual's behavior constitutes a violation of the University's policy on discrimination, harassment, or retaliation;
- written warning of the individual by his or her supervisor(s), such as the Dean, Vice Provost, or Provost, with a copy to the individual's personnel file, that the individual's behavior violates the University's policy on discrimination, harassment, or retaliation;
- elimination or reduction of merit increases for the next year;
- removing the individual from a University administrative position;
- denial of promotion or postponement of consideration for promotion;
- suspension without pay, for a period not to exceed one semester;
- reduction in salary;
- for faculty who do not hold tenure, non-reappointment or termination effective at the end of the current academic or fiscal year; or effective on 90 days' notice or pay in lieu of notice;
- demotion as defined in Section 8-D (5) of Chapter 8;
- dismissal for cause.

6-I CONSENSUAL RELATIONSHIPS

The University strongly discourages sexual relationships between faculty and students, or persons in a supervisor/supervisee relationship. There is an inherent power differential between faculty and students, and supervisors and supervisees. Sexual relationships between these parties may lack meaningful consent. These relationships may put either party at risk. They can create a perceived lack of freedom to give meaningful consent about the relationships. The University does not tolerate non-consensual sexual relationships within its work and academic environment. Faculty and supervisors should seriously consider the risks to their own professional and private lives, as well as those created for the student or supervisee before entering into such a relationship. The University strongly recommends that such relationships generally be avoided. If the relationship is nevertheless not avoided, the University strongly recommends that the faculty member disclose it to the department chair or Dean or Vice Provost designated for such purposes by the Provost. Confidentiality shall be protected to the fullest extent possible.

A relationship may be voluntary in the sense that an individual is not forced to participate against his or her will, yet it may be unwelcome and therefore result

in a claim of sexual harassment or sexual assault. Even a fully consensual relationship may create an exposure to legal risk, as others may feel they have been treated less favorably than was the person in the sexual relationship; this may be considered a form of sexual favoritism and, as such, is a violation of University policy.

If a sexual relationship ends, and a participant finds that future such contact by the former partner is unwelcome, it is highly desirable that he or she give explicit notice to the former partner in clear, unambiguous terms of the fact that the relationship is over and future contact or comments of a sexual nature are unwelcome.

The University does not permit the fact of a relationship between any employee and another to create favored or disadvantageous treatment. In other words, the person with whom one is having a sexual relationship may not receive more favored treatment because of that relationship, nor may those who are not in such a relationship be subjected to disadvantageous treatment on that basis.

Therefore, if there is a consensual sexual relationship between a faculty member and a person who is a student or another faculty or staff member, and the faculty member would otherwise evaluate or supervise that person, the faculty member must not evaluate or supervise that individual. To protect privacy, faculty members who recuse themselves from such decisions or supervisory responsibilities are not required to state reasons.

If a faculty member is in doubt concerning the possibility of a violation of Section 6-I it is recommended that the faculty member consult the department chair or Dean. A department chair or Dean who has similar doubts should initiate discussion with the faculty member; and any other faculty member with such concerns should raise them with the chair or Dean, who should take appropriate steps. Advice in these situations should be sought from the Vice Provost designated for such purposes by the Provost and from the President of the Faculty. Confidentiality shall be protected to the fullest extent possible.

Chapter 7

Faculty Grievances

Chapter 7. **FACULTY GRIEVANCES**

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7-A SUBJECT MATTER

A grievance may be filed for a violation of rights provided by law, or by established University policies including those contained in the Faculty Handbook, or by the faculty member's contract.

Grievances relating to reappointment, promotion or tenure are limited to (1) a claim that the person was not fairly evaluated because of procedural defects (including inadequate procedural considerations) that materially inhibited the review process, or (2) a claim that the person was not fairly evaluated on the merits because the decision was based significantly on considerations violative of academic freedom or because of bias or prejudice based on considerations prohibited by law, or (3) a claim that tenure was revoked without sufficient cause, except if there has been a hearing and cause for termination was determined.

Grievances concerning the policy on Providing a Safe Educational and Work Environment are handled under the separate procedures provided within Chapter 6. Allegations of scientific misconduct are handled under the process set out in the University Policy on Scientific Misconduct, <https://policy.usc.edu/scientific-misconduct/>.

7-B PROCEDURES

7-B (1) Preliminary Proceedings

7-B (1)(a) Discussions

When reason arises for a faculty member to question whether his or her rights as a faculty member have been violated or are about to be violated, the aggrieved faculty member should ordinarily discuss the matter with the relevant chair, dean, or other administrator(s) in personal conferences looking to mutual settlement. Normally, this should include at least the direct administrative officer against whom the formal grievance may be filed, and if settlement is not reached, the administrator to whom the first is accountable. If settlement does not result, and the faculty member is satisfied that there is probable cause for grievance, he or she may file a grievance, as described in Section 7-B (2).

7-B (1)(b) Consultation and Mediation

The faculty member is encouraged, at an early stage, to seek the counsel of the chair of the Senate Committee on Faculty Rights and Responsibilities. Because the grievance process has substantial costs to all involved, faculty members are strongly encouraged to attempt mediation prior to filing a grievance.

The Academic Senate and the Provost make available the option of a neutral Faculty Mediation Officer to assist in settling disputes prior to the grievance being heard.

7-B (2) Initiating the Grievance

Formal proceedings for a faculty grievance shall commence by the filing of a grievance with the Academic Senate on a form obtainable from the Senate office. A faculty member must file a grievance by submitting the appropriate form in writing to the Academic Senate President within nine calendar months of the discovery of the action on which the grievance is based (except for the special timeline provided in the first sentence of Section 6-G of Chapter 6 for grievances). The Academic Senate office shall maintain grievance records in a confidential manner.

The grievance must clearly state:

- the right that allegedly has been infringed,
- the way in which the right has been infringed,
- the relief being sought, and
- the first administrative officer able to resolve the problem.

The written statement may be revised by the grievant at any time up to two weeks prior to the hearing. The Academic Senate President shall assure that any revision is distributed to all appropriate parties.

Two or more persons with essentially the same grievance may file a single grievance, covering all of them. If an individual files a grievance, and it is later discovered that one or more others are similarly affected, the others may ask to join the original grievant at any stage of the grievance procedure. The Academic Senate President or the chair of the Committee on Faculty Tenure and Privileges Appeals may also combine the grievances of two or more persons into a single grievance with the consent of the grievants, if either finds that the grievances can be combined without prejudice to the rights of any of the grievants or the University.

7-B (3) Resolving the Grievance Prior to Arbitration or a Grievance Hearing

The Academic Senate President shall, within five working days, deliver a copy of the grievance to the first administrative officer stated in the formal grievance as able to solve the problem, the Provost, the chair of the Senate Committee on Faculty Rights and Responsibilities, and the Faculty Mediation Officer.

The chair of the Senate Committee on Faculty Rights and Responsibilities and the Faculty Mediation Officer shall then begin procedures for mediation, unless mediation has already been attempted and proven futile. Mediation looking toward settlement shall begin with the first administrative officer and shall proceed successively, as needed and appropriate, to higher levels within the University. The chair of the Senate Committee on Faculty Rights and

Responsibilities may appoint a mediator, if either of the parties requests the services of a neutral mediator other than the Faculty Mediation Officer.

If the grievance is resolved to the satisfaction of the grievant by an administrator, the grievant shall report this fact, in writing, to the Academic Senate President, and the case is closed. If the grievant at any time requests, in writing, to the Academic Senate President that a grievance hearing be held, or if mediation has not led to settlement within 45 days of the filing of a grievance, the Academic Senate President shall forward the grievance to the Provost, indicating that mediation has not been successful and requesting that an arbitration proceeding or a grievance proceeding be held. The Provost will forward the grievance to the chair of the Committee on Faculty Tenure and Privileges Appeals requesting that formal proceedings be commenced as discussed below. Upon written agreement of both the Provost's Office and the grievant, an extension of the 45 day mediation period may be granted. At any time during extended mediation, the grievant shall have the right to request, in writing, the commencement of formal proceedings. In no case shall the total time for mediation exceed 90 days.

In the event that new, pertinent, and substantive information is discovered after mediation has been declared unsuccessful, the matter may be returned to mediation upon written agreement of both the Provost's Office and the grievant, provided that neither arbitration nor a grievance hearing has begun. At any time during renewed mediation, the grievant shall have the right to request, in writing, the formation of a Hearing Board, but in no case shall the renewed mediation exceed 45 days.

7-B (4) Binding Arbitration Option

The Academic Senate grievance form provides notification of the option for binding arbitration as an alternative to a grievance hearing. Binding arbitration shall occur only if both the grievant and the President of the University agree, in writing, to submit the matter to this process and to abide by the decision of the arbiter. Binding arbitration means that the faculty member will forego the ability to later sue in court over the matter and the University will forego the ability of the President to overrule the arbiter's decision. Binding arbitration never will be available for grievances concerning tenure, promotion, removal for cause, and non-reappointment.

The grievant and the President of the University have 10 business days in which to notify the chair of the Committee on Faculty Tenure and Privileges Appeals that they have elected arbitration. If both have not given notice that they have elected arbitration at the end of this period, a grievance hearing shall be convened as discussed below in Section 7-C (2).

If both sides agree to submit the matter to binding arbitration, the chair of the Committee on Faculty Tenure and Privileges Appeals shall arrange for the appointment of an arbiter designated by the American Arbitration Association. The American Arbitration Association shall designate an arbiter in accord with its

procedures and inform the chair of the Committee on Faculty Tenure and Privileges Appeals of the arbiter's identity. The chair shall then inform both the grievant and the respondent of the arbiter's identity. Either side shall have three working days to reject that arbiter. However, neither side may reject more than one arbiter in any case. If the arbiter is rejected by either party, the American Arbitration Association will be asked to designate another individual. The same procedure will be followed, except that the party having rejected the earlier arbiter may not reject a second individual.

Once chosen, the arbiter, together with the parties and the chair of the Committee on Faculty Tenure and Privileges Appeals, shall convene the arbitration at an appropriate time and location. The arbitration shall be conducted in accord with the rules of the American Arbitration Association.

Within 20 days after the completion of the arbitration, the arbiter shall notify, in writing, the parties and the chair of the Committee on Faculty Tenure and Privileges Appeals of his or her ruling.

The University of Southern California shall be responsible for all of the costs of the arbiter and in no event may the grievant be held responsible for these charges. The University is not responsible for costs and expenses incurred by the grievant in the process of arbitration, such as expert witness fees and attorneys' costs.

7-C GRIEVANCE HEARING

7-C (1) The Committee on Faculty Tenure and Privileges Appeals

The Committee on Faculty Tenure and Privileges Appeals is a standing University body. Its membership, appointed by the President from among persons nominated as provided in Section 2-B (4)(a) of Chapter 2 is made up of at least 40 full-time tenured faculty, and at least nine full-time non-tenure-track faculty of the rank of Associate Professor or higher who serve only where the Handbook requires a non-tenure-track faculty member. At least four tenured committee members shall have law degrees and at least six other tenured members shall have had prior service on a grievance panel. Nominations and appointments shall be at annual intervals for a three-year term. However, members of the Committee shall continue to serve until their successors have been appointed. The President shall appoint the chair of the Committee who will serve for a three-year term. By agreeing to serve on the Committee on Faculty Tenure and Privileges Appeals, faculty members are making the commitment to be available to serve on grievance panels and will accept such requests to serve whenever possible.

7-C (2) Convening a Grievance Hearing

7-C (2)(a) Scheduling

After the time elapses for the election of binding arbitration and for mediation (or the Academic Senate President has notified the Provost that mediation has not been successful), the parties will consult on a hearing date convenient for all involved and notify the chair of the Committee on Faculty Tenure and Privileges Appeals of the date agreed. In the absence of an agreement of the parties, or if the agreed date is not workable for the committee, the chair may decide the date of the hearing. The location of the hearing will be selected by the chair considering the convenience of all involved. If six months pass and the two sides have neither scheduled a hearing nor invoked the assistance of the chair in doing so, the chair will dismiss the case.

7-C (2)(b) Selecting Panel Members and Chair

When the date for the meeting is scheduled, the chair shall, within five business days, generate a list of six names for members of the panel and a list of three names for the chair who will be available to serve on the grievance panel. A chair shall either be a person holding a law degree or a person with prior service on a grievance panel. The grievant and the respondent may each strike two names from the list of panel members and one name from the list of possible chairs. If after the exercise of these peremptory challenges more names remain than needed for a grievance panel of two members and one chair, the members and chair shall be chosen randomly. If additional names remain, they shall be designated as alternates, in a sequence designed randomly, to serve in the event that the initially chosen members become unavailable. The chair shall inform the parties of the panel as soon as its selection is completed.

7-C (2)(c) Delays and Abandonment

If either side does not cooperate in moving the proceedings forward, or the two sides are unable to agree on scheduling the hearing, the other party may invoke the assistance of the chair of the Committee on Faculty Tenure and Privileges who may make appropriate procedural decisions. If the administrator who is a party has not cooperated, the chair will report that fact to the President of the University and request appropriate disciplinary action. If six months pass and the two sides have neither scheduled a hearing nor invoked the assistance of the chair in doing so, the chair will dismiss the case.

7-C (3) Motion to Dismiss

Within 10 calendar days of notification of the identity of the grievance panel, the respondent may make a motion to dismiss a grievance for either of two circumstances, (1) lack of jurisdiction because the grievant was not a faculty member at the time the grievance arose and is thus not eligible for this process, or (2) failure to allege a violation of a right as a faculty member protected by

law, or established University policies including those contained in the Faculty Handbook, or the faculty member's contract. The grievant shall have 10 calendar days to respond to a motion to dismiss the grievance.

In deciding whether to grant a motion to dismiss, the grievance panel shall accept all of the grievant's allegations as true; the grievance panel shall not examine or evaluate the evidence as to the merits of the grievance in ruling upon a motion to dismiss. The grievance panel may dismiss the grievance only under two circumstances: (1) if the grievant was not a faculty member at the time the facts giving rise to the grievance occurred, or (2) the grievance does not allege a violation of a right protected by law, or established University policies including those contained in the Faculty Handbook, or the faculty member's contract.

The chair of the Committee on Faculty Tenure and Privileges Appeals has no authority to dismiss grievances under any circumstances, unless the grievance was not timely filed, see Section 6-G of Chapter 6 and Section 7-B (2), or was abandoned, see Section 7-C (2).

7-C (4) Grievance Hearing

If the grievance is not dismissed or abandoned, a grievance hearing shall be scheduled (see Section 7-C (2)) and conducted.

Either party may be represented by legal counsel at the grievance hearing (i.e., by a person who holds a law degree). If either side intends to be represented by legal counsel, it shall notify the other party of this intention at least 10 calendar days prior to the hearing. Failure to notify will entitle the other party to a reasonable continuance to secure its own legal counsel.

The grievant and the respondent, and their legal counsel if any, shall have the opportunity to be present during all argument and presentation of evidence.

Each party shall have the opportunity to present its evidence, including witnesses, and to make an argument to the grievance panel. Each party shall have the right to confront and question the witnesses of the other. Each party shall have the right to inspect and respond to all written and documentary evidence offered. Technical rules of evidence are not applicable.

The chair of the grievance panel shall be responsible for presiding over the hearing and shall rule on all evidentiary questions. The chair shall set the order of argument and of presentation of evidence and may exclude irrelevant or unduly repetitious evidence or argument.

The grievant shall be given an opportunity to obtain necessary witnesses and documentary or other evidence. The University shall use its persuasive power and the Hearing Board its good offices to help the grievant obtain pertinent evidence or witnesses, but the University has no obligation to incur undue expense for this purpose.

Grievance panels will be instructed that their decisions must be in accord with all relevant federal, state, and local law, and established University policies including those contained in the Faculty Handbook and the faculty member's contract. The grievance panel will be instructed to decide only the grievance before them, that is, the grievance panel should hear only evidence that is relevant to the grievance and shall decide only the issues presented.

No member of the grievance panel shall disclose any of the evidence received during the grievance hearing nor any aspect of the deliberations, except as provided below.

A full stenographic or tape record of the hearing shall be maintained and made available upon request only to the parties, the grievance panel, or the President of the University. The stenographic or tape record shall be given to the Academic Senate office, where it shall be kept for at least a year, after which it can be destroyed or erased unless either party or the University requests that it be kept for a longer period of time. Copies of the stenographic or tape record shall be made for either party at its request, and if the grievant is the requesting party, upon the payment of the expenses of copying. In addition, with a person appointed by the Academic Senate office present, either party may, at any time before a stenographic or tape record is destroyed, read or listen to the original, at a time and place set by the Academic Senate office.

A grievance process will not be terminated if a faculty member files a lawsuit in court over the same matter that is the subject of the grievance.

7-C (5) Burden of Persuasion

In grievance cases, the burden of persuading the Hearing Board that the actions or inactions of the University were not proper rests upon the grievant, and shall be satisfied only by a clear, persuasive preponderance of the evidence in the record considered as a whole.

7-D DECISION OF THE GRIEVANCE PANEL

At the conclusion of the hearing, as promptly as is consistent with due deliberation, the grievance panel shall make its decision. The findings of fact and decision of the grievance panel shall be based solely on the hearing record. The recommendations shall be in writing, shall state the basis for the decision and shall recommend any proposed remedial action. The panel shall provide its written decision within ten business days after the completion of the grievance hearing. The written decision shall be provided to each party and to the chair of the Committee on Faculty Tenure and Privileges Appeals. Each party shall have two weeks from receipt of the decision to append an additional statement to the decision.

In considering grievances related to reappointment, promotion, or tenure, the grievance panel shall not substitute its judgment on the substantive merits of the decision, including the requirements of the academic unit or of a candidate's

professional qualifications, for that of the appropriate faculty body or bodies and administrators. If the grievance panel concludes that the grievant's claim is proven, it will recommend reconsideration by the appropriate faculty body or bodies and administrators, indicating respects in which it believes the review process was inadequate. If a grievance panel concludes that there was an unfair evaluation because of considerations violative of academic freedom or prejudice, it will recommend reconsideration by a new faculty body and by administrators, indicating the respects in which it considers unfair judgments to have taken place.

All grievance panel decisions are recommendations to the President of the University. After allowing the parties two weeks to append additional statements, as described above, the chair of the Committee on Faculty Tenure and Privileges Appeals shall forward the panel's decision and the appended statements, if any, to the Provost, the President of the University, and both parties. The President shall receive any evidence presented and the stenographic or tape record of the proceedings.

7-E DECISION OF THE PRESIDENT OF THE UNIVERSITY

The President will consider the record and make a decision as promptly as possible, generally within 30 calendar days of the President receiving the grievance panel's recommendation. The President shall retain ultimate decision-making authority as to all grievances and the discretion to accept or reject grievance panel recommendations, except those where there is mutually agreed upon binding arbitration, as discussed above.

If the President intends to not follow the panel's recommendation, the President shall notify the panel of this in person or in writing and shall state the reasons for intending to not follow this recommendation. The President shall provide an opportunity for response by the grievance panel before reaching the final decision. If the President finally decides not to accept the recommendations of the grievance panel, he or she shall state in writing, as part of his or her final decision, his or her reasons for rejecting them and for rendering a different decision.

The final report of the grievance panel and the President's final decision on the grievance shall be made known to the grievant, the respondent, the Provost, the Academic Senate President, the Chair of the Committee on Faculty Tenure and Privileges Appeals, and the members of the grievance panel. The Academic Senate President, upon receipt of written consent from the grievant, will forward to the Chair of the Senate Committee on Faculty Rights and Responsibilities a copy of the decision and a copy of the report of the grievance panel. This Senate Committee shall have the right to refer these reports to the Academic Senate, provided that the names of persons mentioned therein are deleted. In appropriate circumstances, where the privacy of students and other faculty members or administrators would be compromised by disclosure, the President of the University or the chair of the grievance panel may ask that all parties keep the report confidential.

7-F COLLEGIAL PROBLEM SOLVING

Situations damaging to collegial relations may sometimes arise. To deal with such situations, the Academic Senate has established a panel on collegial problem solving within the Senate's Committee on Faculty Rights and Responsibilities. A faculty member who has a complaint concerning the actions of a colleague (as opposed to a grievance of the sort described in Section 7-A) may contact the Academic Senate office to request a consultation with the panel. This panel will be available for consultation and the informal resolution of disputes or other problems that may arise among faculty colleagues. (Grievances against administrators will be handled through the separate process described in Sections 7-A through 7-E.) The panel does not give legal advice. If attempts at informal resolution are unsuccessful, the panel may recommend formal mediation or, with the assent of those involved, may refer the matter to the office of the Provost. If those concerned wish, the panel will work on a confidential basis to the extent possible, but all participants should understand that the proceedings are not legally privileged from disclosure, and that complaints related to sexual harassment, discrimination or retaliation or to compliance with Government requirements will be reported for appropriate investigation.

Chapter 8

Faculty Dismissals

Chapter 8. **FACULTY DISMISSALS**

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8-A SCOPE

This section applies to the dismissal for cause of a tenured faculty member, to the dismissal for cause of a tenure-track faculty member before the expiration of his or her term of appointment, and to the dismissal for cause of a non-tenure-track faculty member before the expiration of his or her contract. Dismissal for cause should not be confused with non-reappointment or termination, as discussed in Sections 3-E (1), 4-F (3), or 4-G of Chapters 3 and 4.

8-B REDUCTION IN SALARY FOR CAUSE

Reductions in University core salary (see Section 3-D (2) of Chapter 3) of a tenured continuing full-time active faculty member or untenured faculty member during the term of an existing annual appointment or a contract may be made under this Section, not to exceed 10% in any one year, by the Provost after consultation with a faculty committee, for adequate cause (*i.e.*, a ground listed in the first sentence of Section 8-C, whether or not circumstances in the second sentence of Section 8-C apply). A faculty member may be relieved of duties by the Provost for a period proportional to the pay reduction. The faculty committee will be constituted by the dean and shall include one or more members of the Faculty Council and also a member drawn from either the Senate Committee on Faculty Rights and Responsibilities or the Committee on Faculty Tenure and Privileges Appeals. In each case the reduction under this Section will be subject to annual review, and any reduction under this Section in a subsequent year requires continued or new adequate cause and additional consultation with a faculty committee, as provided in this paragraph.

8-C ADEQUATE GROUNDS FOR DISMISSAL

Adequate cause for a dismissal shall be one or more of the following: neglect of duty, incompetence, violations of academic freedom, misconduct, dishonesty, unmanaged or unreported conflict of interest, or moral turpitude. No offense will be considered adequate cause for dismissal unless it is serious and either (a) relates directly and substantially to the fitness of the faculty member in his or her professional capacity as a teacher, researcher, or practitioner performing clinical services, or (b) is of such a nature that it would bring severe injury or discredit to the University. Dismissal shall not be used to restrain faculty members in their exercise of academic freedom or other rights of American citizens.

8-D DISMISSAL PROCEDURES

Every action to dismiss a faculty member must follow these carefully detailed procedures, with the full cognizance of the affected person, the Provost, and the President of the Faculty. The full set of faculty rights enumerated herein must be observed.

Procedures pertaining to allegations of sexual harassment, including hearings held by the Committee on Faculty Tenure and Privileges Appeals, are specified in Chapter 6, Providing a Safe Educational and Work Environment. For sexual harassment complaints, the procedures set forth in Sections 6-F and 6-G of Chapter 6 supplant Steps 1-3 of Section 8-D (1) and modify Steps 4 and 5 of Section 8-D (2).

Procedures pertaining to allegations of scientific misconduct include inquiry and investigation stages according to the University Policy on Scientific Misconduct, <https://policy.usc.edu/scientific-misconduct/>, as jointly formulated in consultation with an appropriate faculty committee and in accord with the applicable Federal regulatory requirements. For scientific misconduct allegations, this policy supplants Steps 1-3 of Section 8-D (1); any subsequent consideration of dismissal for scientific misconduct requires the formal proceedings described in Steps 4 and 5 of Section 8-D (2).

When an inquiry is conducted under the direction of a Threat Assessment Panel into allegations raised under the University Policy on Violence in the Workplace, as jointly formulated in consultation with an appropriate faculty committee and in accord with the applicable legal requirements, the dean may elect to accept the Panel's report in lieu of the Step 1 process under Section 8-D (1). Any subsequent consideration of dismissal requires the proceedings described in Steps 2-5. The Provost may elect to request the President of the Faculty to appoint three faculty members to the Panel, and designate its chair, from the members of the Threat Assessment Team, and the relevant dean may elect to provide a preliminary statement of charges and a statement of evidence to the faculty member according to the provisions of Step 1; if both of these are done, the Panel is regarded as an ad hoc committee for the purpose of Step 3, paragraph 2.

Dismissal actions for all other causes require the preliminary inquiry described in Steps 1-3 of Section 8-D (1) and the formal proceedings described in Steps 4 and 5 of Section 8-D (2).

8-D (1) Preliminary Inquiry

Step 1: (a) When reason arises to consider whether cause exists to dismiss a faculty member who has tenure or whose term of appointment or contract has not expired, the relevant dean or academic director shall invite the faculty member to meet with him or her in a personal conference to discuss the problem, its possible resolution, and the possibility of dismissal proceedings if it is not resolved. The dean's consideration of recommending dismissal for cause shall be based on a thorough inquiry into the circumstances.

(b) Before making a recommendation to the Provost, the dean shall consult with an ad hoc faculty committee, whose existence will be immediately disclosed to the faculty member concerned, to invite its views whether sufficient grounds exist for the dean to forward the matter to the Provost. The ad hoc committee, which the dean shall constitute, shall include one or more members of the

Faculty Council and also a member drawn from either the Senate Committee on Faculty Rights and Responsibilities or the Committee on Faculty Tenure and Privileges Appeals and the dean shall ask the Provost to notify the President of the Faculty as to the appointment and composition of the ad hoc committee. If the faculty member holds a non-tenure-track appointment, at least one member of the ad hoc committee shall be chosen from among the non-tenure-track faculty. Alternatively, the dean may elect to ask that the Provost request the President of the Faculty to appoint a three-person ad hoc committee from a list of six members of the Committee on Faculty Tenure and Privileges Appeals nominated by the chair of that committee. If the faculty member holds a non-tenure-track appointment, at least one member of the ad hoc committee shall be chosen from among the non-tenure-track members of the Committee on Faculty Tenure and Privileges Appeals, and the chair of that committee shall nominate at least two such non-tenure-track faculty. The ad hoc committee's recommendations are not binding on the dean.

(c) The chair of the Senate Committee on Faculty Rights and Responsibilities is available for consultation, and the Faculty Mediation Officer is available for mediation, but mediation is not mandatory.

(d) During Step 1, the dean may elect to formulate in writing a preliminary statement of charges with reasonable particularity of the grounds pertinent to the dismissal action under consideration. If the dean does so, a copy of the preliminary statement shall be given to the faculty member for the faculty member's written comments. The dean may also elect to provide evidence in writing to the faculty member and invite comment on that as well, and if the dean does so the faculty member shall be allowed 18 calendar days from the date on which the charges were sent to him or her to provide in writing his or her comments on the evidence to the dean. If the dean receives such comments on the preliminary statement, the evidence or both, and has not yet consulted with a faculty committee as provided above, the dean will share the comments with the committee as part of the consultation.

(e) If the dean believes there is probable cause for dismissal, the dean shall forward his or her recommendation to the Provost, together with any preliminary statement or evidence which has been shared with the faculty member, and comments submitted by the faculty member, and shall inform the Provost whether the views of the ad hoc committee were that sufficient grounds do or do not exist to forward the matter to the Provost. The Provost will inform the President of the Faculty of the dean's recommendation.

Step 2: If the Provost then believes there may be cause for a dismissal, he or she shall formulate a preliminary statement of charges with reasonable particularity of the grounds pertinent to the dismissal action under consideration. A copy of the charges and grounds shall be given to the faculty member for the faculty member's comment to the Provost, unless the Provost adopts the preliminary statement formulated by the dean as part of Step 1 on which the faculty member has already had the opportunity to comment, in which case the Provost will refer to any comments the faculty member submitted at Step 1.

Step 3: If the Provost is satisfied there is good cause to proceed further, he or she shall request a review of the evidence by a three-person select committee appointed by the President of the Faculty from a list of six members of the Committee on Faculty Tenure and Privileges Appeals nominated by the chair of that committee. The select committee shall review the evidence to determine whether, in its view, sufficient grounds exist to initiate formal dismissal proceedings. The faculty member shall be allowed 18 calendar days from the date on which the evidence is sent to him or her in which to review all the evidence upon which the committee will rely in making its recommendation and to present a response to the committee, unless the preliminary statement of charges and the evidence presented to the committee are in all respects identical to those the dean elected to provide to the faculty member in Step 1 and the faculty member was afforded an opportunity to review and comment on them during that step, in which case the committee will refer to any comments the faculty member submitted at Step 1. The committee shall convey its recommendations to the Provost within 45 days of its appointment. If, for any reason, it proves necessary for this time to be extended, the committee shall request an extension from the Provost, who shall notify the faculty member and others involved of any approved extension. The committee's recommendations are not binding on the Provost.

However, if an ad hoc committee has already been appointed by the President of the Faculty in Step 1; if the preliminary statement of the charges and the evidence which would be presented to the committee are in all respects identical to those the dean elected to provide to the faculty member during Step 1; if the faculty member was afforded an opportunity to review and comment on the charges and evidence during that step; and if the dean shared with the ad hoc committee any comments he or she received from the faculty member on the preliminary statement, the evidence, or both; then the Provost may refer to the recommendations by the ad hoc committee and any comments by the faculty member, made in Step 1, instead of requesting an additional review as provided in the prior paragraph.

8-D (2) Formal Proceedings

Step 4: If the Provost determines that formal proceedings for dismissal should commence, such proceedings shall begin by conveyance of written notice from the Provost to the faculty member by certified mail or by other appropriate means. This notice shall contain the formal statement of charges framed with reasonable particularity, and state the University's intent to initiate a dismissal hearing. The faculty member, in this letter, shall be given the option of resigning in lieu of a dismissal hearing. A copy of this letter will be sent to the chair of the Senate Committee on Faculty Rights and Responsibilities.

Step 5: If the faculty member has not resigned and the chair of the Senate Committee on Faculty Rights and Responsibilities and the Faculty Mediation Officer have not, through mediation, effected a mutual settlement, it shall be assumed that the faculty member contests the statement of charges. The

Provost shall ask the chair of the Committee on Faculty Tenure and Privileges Appeals to convene a Hearing Board to recommend whether the proposed dismissal should occur. The hearing shall be convened no earlier than 33 calendar days after the date on which written notice was sent to the faculty member by means specified in Step 4. Normal procedures as set out in Chapter 7 shall then be followed for constituting the Hearing Board; for scheduling and conduct of the hearing, including participation by the faculty member; for formulation of findings, reasons, and recommendations of the Hearing Board; and for final disposition of the case by the President. These normal procedures specified for use in faculty grievances are incorporated herein as required procedures in dismissal cases, except that there is no option for binding arbitration in cases involving dismissal for cause. In cases of dismissal or demotion from a tenured position or of dismissal prior to the end of a contract, the burden of persuading the Hearing Board that adequate cause for dismissal exists rests upon the University, and shall be satisfied only by a clear, persuasive preponderance of evidence in the record considered as a whole.

8-D (3) Suspension of a Faculty Member

A faculty member may be suspended from his or her duties, without loss of pay and usual faculty privileges, only as part of the initiation of a dismissal action and only if, in the judgment of the Provost, immediate harm to the faculty member or others is threatened by his or her continuance.

8-D (3)(a) Limitation on Suspensions

In no event shall suspension be used as penalty, an alternative to dismissal, or outside normal dismissal procedures, except as provided for sexual harassment sanctions under Chapter 6.

8-D (3)(b) Temporary Separation

The Provost may temporarily separate a faculty member from his or her duties even before an ad hoc committee is appointed as specified in Step 1 or a sexual harassment investigation is initiated under Chapter 6, without loss of pay and usual faculty privileges, if it is the Provost's judgment that immediate harm to the faculty member or others is threatened by his or her continuance and that extraordinary circumstances warrant the action. The Provost may also use the term "administrative leave" in announcing a temporary separation.

In the case of temporary separation from duties, within fourteen days either an ad hoc committee will be appointed, or a sexual harassment investigation will be initiated, or a voluntary agreement will be reached between the individual and the University. The faculty member retains the right to file a grievance seeking an end to the temporary separation. During the separation period, the faculty member may consult with members of the University community, except those persons or categories of persons with whom the Provost expressly prohibits or restricts contact. The University shall make reasonable efforts to protect the continuity of the academic work of students, faculty and staff who are adversely

affected. The Provost shall consult with the President of the Faculty and the dean of the relevant school during the temporary separation and indicate the reasons underlying any prohibited or restricted contact between the faculty member and other members of the University community.

8-D (3)(c) Protections in Connection with Dismissal Proceedings

A faculty member may not be dismissed nor, except as specified in Section 8-D (4), may his or her compensation be cut off or withheld before the dismissal procedure has been completed and a final decision has been made by the President.

8-D (4) Abandonment of Duty

If the Dean, on the advice of the faculty committee consulted in Step 1 of the dismissal procedures, determines that the faculty member has abandoned his or her duties, e.g., by failing to return from vacation or leave, or by a pattern of failure to teach scheduled classes, or by a pattern of failure to meet established clinical, research, or other responsibilities, then compensation may be withheld for the period the duties are not being performed. If the faculty member returns to his or her duties at any time in the process, compensation shall resume immediately.

The faculty member may appeal such a determination of abandonment of duty to the Provost. If this determination is reversed at any step in the procedures, compensation that has been withheld shall be paid in full, at once, with interest at the statutory rate.

If the conclusion of the dismissal procedures results in severing the ties between the faculty member and the University, and if the finding of abandonment of duty is not reversed, then the faculty member is not entitled to receive compensation that had been withheld.

8-D (5) Demotion of a Faculty Member

Demotion is a reduction in rank, e.g., from professor to associate professor, with a corresponding reduction in salary. It does not involve loss of tenure.

8-D (6) Terminal Notice

If the appointment is to be terminated, the faculty member shall receive reasonable notice or salary in lieu of notice. The President in determining the length of terminal notice or salary in lieu of notice shall take into account the length and quality of service and the character of the grounds upon which the action was based.

Chapter 9

Academic and Family Life Balance

Chapter 9. **ACADEMIC AND FAMILY LIFE BALANCE**

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9 ACADEMIC AND FAMILY LIFE BALANCE

The University seeks to assist faculty in balancing their academic commitments and family life. In particular, it is in the interest of both the University and society as a whole that the demands of childbearing and childrearing not discourage talented women and men from pursuing academic careers.

9-AA GENERAL PROVISIONS

- (1) When this Chapter mentions a "child" that means a biological or adopted child of the faculty member (or of the faculty member's spouse or partner) who lives with the faculty member and is under six years of age. When this Chapter mentions an accommodation that is available for "child or children," it is available once no matter how many children.
- (2) When this Chapter mentions the "primary caregiver" of a child, that 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.
- (3) When this Chapter mentions "faculty" that includes non-tenure-track faculty who have worked at the University for at least 12 months as well as tenured and probationary faculty, except where a provision specifically refers to probationary faculty.
- (4) When this Chapter mentions "partner" that means Registered Domestic Partner as defined in the Benefits policies, <http://www.usc.edu/benefits>.
- (5) Requests under this Chapter are submitted by the faculty member for the Provost's decision, and the department chair and dean will have opportunity to comment. When this Chapter uses language like "may request," or "may approve," it indicates a possible accommodation that the Provost will consider after receiving the considered comments of the department chair and dean.
- (6) When this Chapter mentions that the individual is "entitled," the right is provided automatically upon proper notification by the individual to the Provost, as long as the notification is accompanied by documentation satisfactory to the Provost.

9-A 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 RESPONSIBILITIES OF 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 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-D LENGTH OF PROBATIONARY PERIOD

- (1) If a probationary faculty member gives birth prior to 12 months before the Tenure Decision Date, she shall be entitled to an exclusion of one year from the probationary period, but she need not take advantage of the exclusion and may be considered for tenure at the usual time, as provided in Section 9-D (6). If she also qualifies under Section 9-D (2) she is entitled to an exclusion of two years from the probationary period,

(2) A probationary faculty member who is the primary caregiver of one or more children in the period prior to 12 months before the Tenure Decision Date shall be entitled to an exclusion of one year from the probationary period.

(3) After advice of the Committee on Probationary Deadlines, the Provost may approve up to one year exclusion from the probationary period of a probationary faculty member to accommodate unusual circumstances beyond those mentioned in paragraphs (1) and (2) that significantly reduce the person's ability to make progress on scholarly work, according to the usual standards applied by the committee.

(4) A faculty member's leave under this Chapter, if it is at least one-year or half-time for two years, shall entitle the faculty member to an exclusion of one year from the probationary period.

(5) If the Provost approves exclusions under more than one of the preceding subsections, two years will be excluded from the probationary period. Absent special approval by the Provost for extraordinary reasons, however, there shall not be more than a total of two years exclusion from the probationary period or extension of the Tenure Decision Date, or both, for any reason or combination of reasons under this Section or other policies.

(6) A faculty member for whom there has been an exclusion from the probationary period will nevertheless be entitled, if he or she wishes, to be considered for tenure as if there has not been an exclusion.

See also Section 9-AA.

9-E EXPECTATIONS CONCERNING SCHOLARLY PRODUCTIVITY

A faculty member's taking of a paid parental leave or an exclusion from the probationary period as provided in this Chapter will not raise the expectations for scholarly productivity on account of the leave or exclusion. This standard shall be applied at the department, school and University level and, at the candidate's request, will be explained in requests to external referees.

9-F PHASED RETIREMENT

See Section 10-B.

9-G COORDINATION AND CONDITIONS OF PAID PARENTAL LEAVE

(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.

(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.

Chapter 10

Transition from Full-Time Work

Chapter 10. **TRANSITION FROM FULL-TIME WORK**

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10-A EMERITI STATUS

The designation Emeritus or Emerita may be awarded to tenured or full-time non-tenure-track faculty on or after retirement, or may be preapproved in contemplation of retirement to be effective upon retirement. Faculty who are not retiring from their academic careers but who leave the University to take a position at another institution are not eligible for the designation except in extraordinary circumstances. In preparing recommendations, the department or other appropriate academic unit will review the eligibility of all prospective retirees. The award of the designation is not automatic. It indicates honorable retirement from assigned duties, recognizes faithful service worthy of high commendation, and expresses an anticipation of continued membership in the academic community. The emeritus or emerita designation carries with it the honor of the title and the use of University facilities as authorized by the Provost.

The President may approve the title to be added to the last academic title a faculty member held in active service (e.g., professor emeritus or emerita). The President will consider the recommendation of the department or other appropriate academic unit and the dean, the individual's curriculum vitae, and a summary of the individual's contributions. The President may also approve the designation for a title of honor or administrative title (e.g., named chairs emeriti, Distinguished Professors Emeriti, deans emeriti).

10-B PHASED RETIREMENT

Full-time faculty (tenured or non-tenure-track) who have submitted their retirement shall be entitled to receive a transitional part-time leave, with half-time (or greater) duties at proportionate compensation, for up to two years (or such longer period as the Provost decides). Such a leave is not available beyond the effective date of termination or non-reappointment under other policies, and use of such a leave requires Provost's approval if formal discipline is pending or under investigation under Chapters 6 or 8.

At the individual's option, the relinquishment of tenure may take effect either at the beginning or the end of the transition period; in either case, the individual will use his or her normal academic title during the transition period. Subsequent to the transition period, the faculty member may also be invited to serve part-time after retirement, as individually agreed, as provided below in Section 10-C.

10-C CONTINUED POST-RETIREMENT ACADEMIC ACTIVITY

A retired faculty member is eligible to be invited to serve on a year-to-year or other fixed term basis (without tenure) for whatever services, compensation, and percentage of effort are agreed between the individual and the dean with the approval of the Provost. Unless the Provost gives special permission, the percentage of effort must be less than 50% and thus under current policies the individual is not eligible for benefits. As agreed between the individual and the dean with the approval of the Provost, the retired faculty member (whether with

or without compensation) may be authorized to continue to be principal investigator of grants and contracts, have research space as allocated, direct graduate students, and continue active participation in departmental and university activities as agreed. On the request of the department and dean, the Provost may reinstate the tenured status of the previously-tenured individual only for the period invited back to service, not to continue when that period ends. The Provost may also appoint a previously tenured individual to roles dealing with tenure matters.

10-D RETIREMENT BENEFITS

10-D (1) Income Replacement

Information on the University retirement plan is available at the Benefits Administration web site, <http://www.usc.edu/benefits>.

10-D (2) Health Care after Retirement

For information on USC Senior Care, call the Health Plans office.

10-D (3) Long Term Care after Retirement

For information on Long Term Care insurance, contact the USC Benefits Administration office.

10-D (4) Other Benefits, Privileges and Guides

Information on more USC benefits for retirees is at <https://employees.usc.edu/retirement/> and a directory of retiree privileges ("Gold Card") is at http://www.usc.edu/org/emeriti_center/retireeprivileges.php. A guide to those considering retirement is on the Faculty Portal at http://www.usc.edu/academe/faculty/essential_guides/retirement/.

10-D (5) Changes in Benefits Programs

As provided in Section 3-F of Chapter 3, the particular provisions of all benefit programs, including those listed above, are subject to change from time to time by the Senior Vice President, Administration.