

# Emory College of Arts and Sciences

## Faculty Compensation Review Process

### Statement of Philosophy and Guiding Principles

#### *Statement of Philosophy*

Emory College of Arts and Sciences (ECAS) will provide faculty with a competitive compensation process that enables ECAS to attract and retain outstanding, productive, and highly desired faculty members who can excel in research and/or teaching and make meaningful contributions to service.

#### *Guiding Principles*

The compensation process will:

- align compensation with individual, department, and organizational goals and priorities
- be transparent, simple, and relevant to faculty in the humanities, social sciences, and natural sciences
- be informed by the Association of American Universities (AAU) data provided annually by the Provost's Office (starting FY24)
- be based on a common framework to deliver consistent and equitable compensation
- pay special attention to salary equity issues that can arise based on gender and race
- assure maximal opportunity for faculty professional development and advancement
- allow sufficient flexibility to accommodate compensation differences across fields
- be optimized to allow for action to be taken based on circumstance (i.e., retention offers)
- consider faculty recognition as a holistic and career-long activity
- foster an inclusive community and support compliance efforts as they relate to equal opportunities and affirmative action laws and regulations
- be financially sustainable

### Compensation Review Process

#### *Governance Structure*

Compensation is determined in a collaborative process between the Dean of ECAS, the Senior Associate Dean of Faculty, and Department Chairs to ensure that compensation decisions are aligned with and support ECAS and Emory University goals and priorities. ECAS Department

Chairs play an important role in determining the need for compensation decisions. This includes decisions regarding merit increases, salary compression, new hires, and retentions.

When the need for compensation adjustment arises, Department Chairs will raise these matters with the Senior Associate Dean of Faculty and/or the Dean of ECAS to determine the appropriate course of action taking into account exceptional merit, market considerations, overall equity both within and across departments, and college budget implications.

For annual merit increases specifically, department chairs are responsible for creating specific department/program merit review criteria (both according to rank and track) and a field-based rubric for faculty activity and performance measures (excellent, commendable, meets criteria, needs improvement, unsatisfactory) in the areas of research (if applicable), teaching, and service. Department chairs and program directors are charged with allocating their unit's merit pool accordingly. The Senior Associate Dean of Faculty and Dean of ECAS use Department Chair-recommended merit increases as a guide when setting faculty compensation.

In addition to merit increases recommended by Department Chairs, the ECAS Office of Faculty conducts equity analyses (based on gender, race, salary compression due to years in rank, and other measures when available) of faculty salaries on an annual basis. As of Spring 2023, the Provost's office has started the practice of sharing Faculty Salary Assessment Data obtained from the Association of American Universities (AAU) with the ECAS Dean's Office. Salary determinations for FY24 and onward will be closely informed by this data. Where appropriate, the Senior Associate Dean of Faculty and Dean of ECAS will partner with Department Chairs to make further equity adjustments to faculty compensation.

### *Merit Increases*

The available merit pool for each school is established by central university administration. In ECAS, merit increases in compensation are evaluated on a yearly basis in conjunction with Annual Faculty Activity and Merit Evaluations (Faculty 180) and must align with the broader school-wide merit pool. Merit-based compensation decisions are at the discretion of the Department Chair, with deviations from the pool requiring discussion with the Senior Associate Dean of Faculty and the Dean of ECAS to assess equity. Chairs are encouraged to create metrics for merit review decisions with their own faculty and align merit criteria in a way that is appropriate according to rank, and in line with tenure and promotion expectations for tenure-track faculty and in line with reappointment and promotion expectations for teaching-track faculty. The Provost's office has implemented a process whereby they will review all faculty merit increases that are set a certain percentage above the university-wide merit pool.

### *Tenure and Promotion Increases*

For tenure-track faculty, promotions from assistant to associate professor or associate to full professor generally carry a set compensation increase, typically 10%, unless exceptional circumstances suggest otherwise.

For teaching-track faculty, promotion from assistant teaching professor to associate teaching professor or associate teaching professor to teaching professor also generally carry a set compensation increase, typically 10%, unless exceptional circumstances suggest otherwise.

### *New Faculty Hires*

Department Chairs and Program Directors are expected to work with the Senior Associate Dean of Faculty to develop a recruitment package that includes details on compensation. Department Chairs and Program Directors are also expected to work with recruited faculty to understand the candidate's compensation expectations and convey these to the Senior Associate Dean of Faculty. Compensation levels for new hires are established in light of market considerations in a given field, available AAU faculty salary compensation data, rank and experience level of the new hire, and with an eye to possible salary compression that may result for existing faculty in the department. The Senior Associate Dean of Faculty seeks approval from the Dean of ECAS for all cases where exceptional circumstances may influence the compensation level.

### *Retention and Recognition*

Recruiting and retaining outstanding faculty is of utmost importance to the success of ECAS's strategic goals and mission. We view retention of faculty to begin at the time of recruitment and to be inclusive of all activities aimed at the development, promotion, and recognition of faculty excellence. Faculty mentors, chairs, directors, deans and other academic leaders should act as partners in identifying a variety of points of recognition throughout a faculty member's career. ECAS enacts proactive and preemptive retention practices with merit, equity, salary compression of other faculty, and college budget in mind. When outstanding faculty present competitive external offers, the Dean of ECAS determines the appropriate compensation level required for retention.

In years that do not coincide with tenure and promotion-related salary increases, faculty who receive a highly prestigious and competitive international or national award, a major and substantial external grant in their field, or publish a single-author monograph (in the humanities and social sciences), typically receive an additional increase to their base salary (approximately \$1500) on top of the merit increase. Subsequent reprints or translations of books do not include an additional increase.

### *Diversity, Equity, and Inclusion*

The Office of Faculty in ECAS carries out in-depth analyses of all faculty salaries as a function of DEI measures (i.e., gender and race; women in STEM) on an annual basis. Diversity measures include gender, race, and ethnicity data obtained through Emory University human resources. Additional measures may be included when data are available such as disability, sexual minority, age, or other factors that may be related to systematic bias in salary. In addition to the measures above, equity measures also include analyses of salary compression as a result of new hires in a department or program, as well as time in rank. This information is shared with the Dean of ECAS and, when deemed appropriate by the Dean of ECAS, with Department Chairs and Program Directors. Data collected will be used as a benchmark for the annual merit increases suggested by chairs and determined by the Dean of ECAS.

### *Faculty Awareness and Sharing the Compensation Review Process*

This Faculty Compensation Review Process has been approved by the leadership of ECAS (Dean, Senior Associate Dean of Faculty, CBO, Director of HR, and reviewed by Department Chairs/Program Directors). Faculty should have the opportunity for discussion and clarification of this review process through chair/director-facilitated department/program meetings. In addition to awareness of the Compensation Review Process document, the importance of open communication between faculty, chairs, and the Dean's office is underscored. The Compensation Review Process, along with statement of philosophy and guiding principles is accessible through the ECAS Office of Faculty website.