



MEMORANDUM

To: Faculty and Staff

From: C. L. Max Nikias  
Todd R. Dickey

*C. L. Nikias*  
*Todd Dickey*

Date: November 6, 2008

Subject: Staff Hiring Freeze

We are all aware of ways in which the current national and global economic crisis is impacting the financial stability of business and personal finances. We remain very confident in USC's financial strength and in the measures we have taken to reduce the negative impact on current operations. We cannot, however, lose sight of the unpredictability of the financial markets over the next year. Many colleges and universities are taking draconian measures by freezing all faculty and staff hiring, implementing mandatory layoffs, and requiring immediate and significant reductions in budgets. We plan on taking a more measured approach to mitigate our risk. To the extent possible, we plan to curb spending while continuing to invest in critically important activities.

Effective immediately and continuing through June 30, 2009, the university is freezing hiring for all *staff* positions, both current and future postings. Excluded are positions funded 100% by sponsored project accounts and positions for staff leased to and funded by separate corporations. Exceptions will be considered and can only be approved by the Executive Vice President and Provost for staff positions in the schools and departments reporting to the Executive Vice President and Provost. Exceptions for all other staff positions will require the approval of the Senior Vice President for Administration. Exceptions will only be granted if the school or department can demonstrate that not filling the position between now and June 30 would significantly, negatively and irreparably impact continued operations or remove revenue streams. The Office of Compensation in Personnel Services will facilitate the review and approval process. Later today, details regarding implementation of the freeze and exception review process will be distributed to all senior business officers and human resource personnel in the schools and departments.

In addition, effective immediately, engagements with temporary agency workers, independent contractors and consultants will also be placed on hold and new capital construction projects will be delayed or deferred. Requests for exceptions will be handled in a similar manner to that described above. Excluded from this

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freeze are engagements funded 100% by sponsored project accounts. Later today, Purchasing Services and Disbursement Control will distribute to senior business officers and processors of requisitions and check requests details on how that freeze will be implemented and procedures for requesting exceptions.

Each member of our staff is a valued member of the Trojan Family. Over the years, the hard work, dedication and adaptability of our staff has been critically important to USC's success. Our hope is that these short-term measures, while they may pose particular challenges, will prevent the need for future layoffs or staff reductions. Knowing the strong spirit and determination of our staff and faculty, and the steps that have been taken to reduce the university's exposure to financial risk, we are confident we can successfully overcome whatever adversity we may need to face in the coming year to make certain USC continues its academic ascent.

cc: Steven B. Sample  
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