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MEMORANDUM

To: Donna E. Shalala, President

From: Richard L. Williamson
Chair, Faculty Senate

A handwritten signature in black ink, appearing to read 'Richard L. Williamson'.

Date: March 25, 2010

Subject: Faculty Senate Legislation #2009-18(D) – 2009-2010 Faculty Senate Women and Minorities Committee Report and Recommendations

At its March 24, 2010 meeting, the Faculty Senate accepted the 2009-2010 Faculty Senate Women and Minorities Committee report and approved the recommendations stated within the report. The Committee has also included explanatory materials in appendix, enclosed.

Enclosed is a copy of that report.

This legislation is sent for your information.

RW/rh

Enclosure

cc: Thomas LeBlanc, Executive Vice President and Provost
Hilit Mechaber, Chair, Women and Minorities Committee

COMMITTEE ON WOMEN & MINORITIES REPORT TO FACULTY SENATE MARCH 2010

Prepared by Committee Chair, Hilit Mechaber, MD

Committee Members: Braddock, Jomills Henry II; Connolly, Jane E; Dang, Stuti; Hayes, Sherrill; Henderson, Heather; Kourafalou, Vassiliki H.; Lew, John I; Mechaber, Hilit F (Chair); Seelig, Michelle I; Vaidyanathan, Chellammal

Centralized University-Wide Leadership for Diversity and Equity

Background:

The Faculty Senate Committee on Women & Minorities is charged with reviewing the conditions of employment and academic opportunities of female and minority faculty members, including recruitment and hiring practices, teaching responsibilities, research opportunities, promotion, tenure and appointment to significant administrative posts and committees. The committee is concerned with any general problems affecting female or minority faculty.

In the Fall of 2009, the Committee's annual report included a summary of the academic ranks of women and minority faculty at our university and data on salary inequities. Since the Fall, the Committee chose to focus on devising concrete strategies that may help affect change at the university level.

The Chair of the Committee was invited to meet with leaders of the WWMA (Woodson, Williams, Marshall Association) the University of Miami group appointed by the Provost to focus on the interests of African American Faculty to include recruitment and retention at the University. In this important meeting, we realized that the Committee on W & M represents similar interests as the WWMA, and while not mutually exclusive, efforts of both groups may be better served with a more collaborative approach. The WWMA presented a report on the Status of Black Faculty to the Provost in 2006, and their leadership agreed that the group had much to share and contribute to the Committee on W&M. Our Committee also realized that there are many "grass roots" efforts and groups across campuses and schools whose aim is to support either women and/or minority faculty and students. Some have offices established, some are funded for a period of time (e.g. SEEDS), and some offices are well-established but not geared toward faculty and/or faculty support (e.g. Office of Multicultural Affairs). Examples of these multiple but individualized groups include but are not limited to:

- Faculty Senate Committee on Women & Minorities
- WWMA (Woodson, Williams, Marshall Association)
- SEEDS (Scientists and Engineers Expanding Diversity and Success)
- RSMAS Women Faculty Group (informal)
- Miller School of Medicine Women in Academic Medicine and Leadership
- Office of Multicultural Affairs
- Women's Commission

The Committee on Women & Minorities members strongly believe that the efforts of many committed faculty, many of whom volunteer their efforts to help direct the above groups, still remain limited. SEEDS, one example of a funded initiative supported by the National Science Foundation and also supplemented by the Provost of the University, is limited in scope to women in science. As there is significant overlap among these groups in desired outcomes and goals for women and minority faculty, we began to explore strategies that could enhance collaboration and support for more combined efforts.

Committee members discussed an apparent need for centralized, university-wide leadership for women and minorities, above and beyond a Faculty Senate Committee, or other individualized groups. The individualized groups would benefit from a central link, a way to unify the very serious efforts put forth by all.

We propose a potential solution that could unify efforts of the many volunteer groups who currently discuss, deliberate and make recommendations regarding key issues related to women and minority faculty. Any efforts made by the university to continue to increase the diversity of our faculty will enhance and promote diversity in our undergraduate and graduate student body. Funding agencies also seek and favor descriptions of diversity initiatives.

Rationale:

We turned to an evaluation of models for university-wide leadership for Gender/Diversity/Equity at our aspirational peer institutions and were pleasantly surprised to see how many of our peers recognize the importance and integral value of such positions. It appears that the standard among most of our peers includes such a position at many institutions. While we are unable to provide data regarding satisfaction with or efficacy of such positions/offices across the country at this time, our committee members feel that the existence of such positions/offices highlights the commitment at our peer institutions to a centralized oversight and support for women and minority faculty. Below is a table summarizing the names of such offices and/or positions at our peer institutions. Further contact details are available upon request.

<u>Institution</u>	<u>University-Wide Administrative Title</u>
Brandeis	Office of Provost, Diversity Committee
	Senior Scientist, Director, National Initiative on Gender, Culture and Leadership in Medicine at Brandeis University
Carnegie Mellon U	Diversity Advisory Council
	Assistant Vice President for Diversity and Equal Opportunity Services
Case Western Reserve	Office of Inclusion, Diversity, and Equal Opportunity
	Office of Faculty Diversity; Interim Faculty Diversity Officer
	President's Advisory Council on Minorities (PACM)
	Associate Vice President for Workforce Diversity and Inclusion
Emory Univ	Senior Vice Provost for Community and Diversity
	Commission of Race and Ethnicity; Chair
	Center for Women at Emory; Director
New York University	Faculty of Arts & Sciences Women's Caucus
Syracuse University	Assistant Provost for Equity and Inclusion
Tulane University	Vice President of Institutional Equity & Asst to the President on Diversity Initiatives
	Office of Institutional Equity;
U of Rochester	Vice Provost For Faculty Development and Diversity and Chief Diversity Officer
U of Southern Cal	Vice Provost for Faculty Affairs
Vanderbilt	

Recommendation:

Therefore, the Committee on Women & Minorities proposes that the university administration consider the creation of a new, upper-level position for an administrator responsible for issues related to Gender/Diversity/Equity, similar to those in place at our peer institutions.

Salary Equity/Oversight and Accountability

There continues to be evidence and perception of salary inequities among faculty based on gender and also minority status. In many instances, review of such discrepancies reveals acceptable explanations for variability due to a variety of factors. Over the past several years, the Chair of the Committee on Women & Minorities has met with the Vice Provost for Faculty Affairs to specifically discuss initiatives to close this perceived gap. Following the Committee Report presented in September 2009, the Chair met with the Vice Provost to discuss possible strategies to improve a perceived lack of oversight or accountability for such possible discrepancies at the departmental level.

The Vice Provost was very receptive to a committee suggestion requesting a more formal evaluation of individual faculty members' salaries as they compare to local/regional benchmarks. The Committee will be submitting a proposal to be presented by the Vice Provost to the Academic Deans Policy Council at the April 2010 meeting. If approved/supported by the ADPC, the Committee Chair will follow-up with the Vice Provost on this strategy at six-month intervals. If not approved by the ADPC, then the Committee will return to the Senate and make more formal recommendations regarding this strategy. The proposal is summarized as follows:

We are requesting that the Academic Deans require that each of their Chairs conduct an annual salary analysis of each full-time faculty member. The Dean would expect, at the time and as part of the Chair's annual review, a report of findings and an explanation for faculty whose salaries would be considered to be in an outlying range (to be defined by consensus, e.g. lower than 10-20% off the median salary). The Deans would provide oversight for this initiative and would hold Chairs accountable for completing this analysis and reporting findings. In turn, the reporting line would continue with the Vice Provost reviewing the Deans' findings as part of an annual meeting/review.

We believe that although some salary discrepancies may be explained away, there is no formal mechanism currently in place to require that individual Department Chairs prioritize and actually analyze salaries of all faculty. Attention must be brought to understanding differences where they exist and not only analyzing information for new hires. We also recognize that Chairs would need to be provided with benchmark data appropriate to individual departments, and also acknowledge that in some schools, for the analysis itself to be meaningful, more than one academic year may be needed (e.g. School of Medicine). Acceptable delays and challenges could be part of the dialogue between Chairs and Deans and then Deans and the Vice Provost.

Appendix for Committee on Women & Minorities Faculty Senate Report 3.24.10

In addition to the report presented to the Senate, the following information was presented by the Committee on Women & Minorities Chair in response to feedback from the GWC, and in further support of the recommendation:

RECOMMENDATION: The Committee on Women & Minorities proposes that the university administration consider the creation of a new, upper-level position for an administrator responsible for issues related to Gender/Diversity/Equity, similar to those in place at our peer institutions.

- We believe there would be significant benefits in creating such a position:
 - Any efforts made by the university to continue to increase the diversity of our faculty will enhance and promote diversity in our undergraduate and graduate student body.
 - Funding agencies also seek and favor descriptions of diversity initiatives.
 - We don't believe this should be viewed as an attempt to add a layer of bureaucracy. Rather our goal would be to see a position like the one proposed be offered to a faculty member with a professional background in and expertise to support faculty development programs: someone who could be successful in creating programs, even raising funds or acquiring grants that could support development or mentoring initiatives for example. Currently our faculty volunteer to spearhead these efforts in many of these groups and don't have either the time or the expertise to lead these issues .
 - We hope not to view this position as only an administrative one, but academically as well. This person could advise faculty and students alike. This person could lead the efforts to diversify funding initiatives. This office could monitor the successes of such funding initiatives for diversity and also be responsible for longitudinal tracking of women and minority faculty. A position would also allow for important continuity of leadership regarding these issues.
 - We believe a position like this could help UM be at the forefront and serve as an example of how we lead others in respect to issues related to women and minority faculty.