



MEMORANDUM

To: Donna E. Shalala, President

From: Richard L. Williamson
Chair, Faculty Senate

A handwritten signature in blue ink, appearing to read 'R. L. Williamson'.

Date: April 19, 2013

Subject: Faculty Senate Legislation #2012-36(D) – Faculty Senate Committee on Women and Minorities Report and Recommendations

At its April 17, 2013 meeting, the Faculty Senate unanimously accepted the Faculty Senate Committee on Women and Minorities Report and endorses the recommendations to the administration stated within the report.

The report and recommendations are enclosed.

This legislation is now forwarded to you for your information.

RW/rh

Enclosure

cc: Thomas LeBlanc, Executive Vice President and Provost
M. Brian Blake, Vice Provost for Academic Affairs
Yolanda Cooper, Chair, Committee on Women and Minorities

COMMITTEE ON WOMEN AND MINORITIES REPORT TO THE FACULTY SENATE

April 2013

Prepared by Committee Chair, Yolanda Cooper

Committee Members: Edmund Abaka, Grace Barnes, Yolanda Cooper (Chair), Kunjan Dave, Claudia Diaz, Heather Henderson, Osamudia James, Doris Jui, Vassiliki Kourafalou, Guillermo Prado. Ex-Officio Member: M. Brian Blake

Background

The Faculty Senate Committee on Women & Minorities (CWM) 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.

The Committee's work for the 2012/2013 academic year focused primarily on building a synergy between the CWM and the new Office of the Vice Provost for Academic Affairs. The Committee has also worked this year to develop connections with related organizations; consider strategies for programming and mentoring to support leadership potential and opportunities; to enhance communication to women and minority faculty; and to follow-up on previous recommendations from 2012:

- Recommendation #1: An overarching goal for a University-wide office on Diversity/Equity/Inclusion should be to identify best practices addressing related topics and establish clear, University-wide policies to implement them. A close synergy with the W&M committee is encouraged, to allow for following-up on past committee recommendation, toward rapid progress in long standing issues on Diversity, Equity and Inclusion. Such progress is a fundamental and urgent need for the recruitment and retention of high quality faculty, greatly improving the service to the student body and the South Florida community at large.
- Recommendation #2: A mechanism for accountability has to be in place responding to clear, transparent and consistent policies that incorporate Diversity targets on Recruitment, Hiring, Promotion and Tenure, Mentoring and Salary, enabling faculty development that enhances the careers of women and minorities from the junior to the senior levels.
- Recommendation #3: For rapid and decisive improvement on issues of Diversity/Equity/Inclusion, a strategy to educate the broad faculty body has to be implemented with required material and established time lines to improve awareness and encourage solutions.

Summary of Committee Actions - 2012/2013

University-wide Office on Diversity/Equity/Inclusion:

The Committee is very pleased to work with Dr. M. Brian Blake the newly appointed Vice Provost for Academic Affairs and Dean of the Graduate School. As VPAA he is charged with Faculty Enhancement which includes diversity and equity areas of particular interest to the CWM. To assist in building a solid partnership between the VPAA and the CWM, the position of VPAA became an ex-officio non-voting member of the CWM. The appointment was approved by the Faculty Senate on September 19, 2012.¹

At the first meeting of the year, CWM members agreed to dedicate the primary work of the academic year to establish a synergy with the Office of the VPAA. The Committee worked directly with the VPAA in discussions regarding Office strategies and initiatives in regularly scheduled meetings as well as a special meeting hosted by Dr. Blake. A number of relevant items were noted in those discussions:

- The need to compile data to determine the success of the current recruitment efforts, and to outline the demographics within the schools for women and minority faculty and students
- Establishing consistent and effective recruitment, hiring, and support practices to increase women and minorities at the University of Miami and for retention
- Workshops, programming, and discussions to:
 - Build awareness of gender and minorities issues geared toward faculty leadership, especially Deans and Chairs
 - Building awareness of the needs and strengths associated with diversity as well as the benefits in creating an environment that embraces diversity. This was especially suggested for search committees and department chairs
 - Building future leaders and creating leadership opportunities for women and minorities
- Connecting like organizations to share information and support efforts

A significant number of Committee discussions focused on the development of the VPAA website due to the broad range of responsibilities associated with the new appointment. The Committee recommended that a significant emphasis is placed on diversity and that the scope of the activities and services offered for all campuses is clearly defined. The website² continues to evolve and Dr. Blake has addressed the recommendations by noting targeted areas of research, faculty enhancement and diversity.

¹ <https://umshare.miami.edu/web/wda/facultysenate/2012-Legislation/2012-05.pdf>

² http://www.miami.edu/index.php/vice_provost_for_academic_affairs/

In meeting discussions Dr. Blake shared with the Committee some of the inconsistencies noted in his own investigations regarding the recruitment practices across the campuses. To continue investigations in this area, he has convened a Task Force on Faculty Recruitment, Application, and Hiring (see Appendix A) to understand the process for recruitment, application, and hiring across the University of Miami. Task Force activities will include a review of practices across schools and colleges to benchmark current recruitment, application, and hiring processes and develop recommendations and specific milestones for enhancing the process. The report and its recommendations will be presented to the CWM in draft form for feedback prior to submitting the final version with recommendations to the Provost. The presentation of recommendations to the CWM is anticipated in the fall of 2013. The Committee is hopeful that these recommendations will promote consistency of practice and encourage strategies within the recruitment process to enhance the appointment of women and minorities on the University of Miami campuses.

Recommendation #1: Once the recommendations are developed by the Task Force on Faculty Recruitment, Application, and Hiring, we encourage the Office of the VPAA to work in collaboration with relevant administrative offices to implement consistent practices and strategies within the recruitment process to enhance the appointment of women and minorities on the University of Miami campuses. Strategies should include a mechanism for accountability. The Office of the VPAA should annually update the Committee on Women and Minorities on progress in this area.

Salary Equity/Oversight and Accountability:

In 2009 the Committee on Women and Minorities participated in a salary equity review. At that time the Committee noted concerns and perceptions of salary inequities among faculty based on gender and minority status. These concerns and perceptions were due in part to the inconsistencies of practice in the review of salary equity and a perceived lack of oversight or accountability at the department level. Since that time the Committee has not done a formal review but they have highlighted in previous reports some positive integration of strategies to ensure salary equity at the Miller School of Medicine, the College of Arts and Sciences, and the Rosenstiel School of Marine and Atmospheric Science. To push this effort forward and to encourage broader implementation, the Committee developed a proposal in 2010 requesting the implementation of a suggested procedure for department chairs with oversight from the Deans:

“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."³

The proposal was presented by the Vice Provost to the Academic Deans Policy Council at the April 2010 meeting. The proposal was carried to the ADPC, but the Committee has not received feedback on implementation. The Committee strongly encourages accountability in this area.

Recommendation #2: The Committee on Women and Minorities believes that salary equity reviews at the department level should be implemented as an annual practice. This would allow for consistency of practice and the use of appropriate criteria and benchmarks across schools and colleges. If not already in place we strongly encourage the implementation of the previous proposal submitted in 2010 to the Academic Deans with oversight from the Vice Provost for Faculty Affairs. The Committee also requests that annual or biannual outcomes from these reviews are available to the Committee on Women and Minorities. Further recommendations from the Committee will be based on the outcomes noted.

Improving Diversity/Equity/Inclusion Awareness:

The Committee continues to identify other organizations and efforts related to diversity/equity/inclusion. We have discussed various ideas to expose these activities, organizations, and offices relevant to women and minorities. Some ideas noted include: a small scale diversity fair, creating in-person meeting opportunities and virtual links through web sites, and other types of exposure. The Committee also suggests programming to promote diversity and inclusion and related issues and concerns. Organizations noted are SEEDS (Scientists and Engineers Expanding Diversity and Success), Williams, Woodson, Marshall Association (WWMA), Women's Commission, Black Graduate Student Association, Multicultural Student Affairs, and the Office of Diversity and Multicultural Affairs (MSOM).

Also mentioned in Committee discussions is the recent development of a Committee on Diversity, Equity and Inclusion at the Rosenstiel School of Marine and Atmospheric Science (see Appendix B). The Committee was proposed and accepted by the RSMAS School Council. This development is encouraging and should be considered an exemplar for other schools and colleges.

In this academic year the Chair of the CWM contacted the Faculty Senate office to explore the possibility of an enhanced virtual presence for the CWM (Appendix C). The Committee agreed it would be useful to have more of a presence on the Faculty Senate site to push out information. This presence would also help facilitate connections with relevant organizations and build awareness of the Committee's activities and discussions. Currently there is a PDF that notes member names and links to past reports. Additional suggested information would include agendas, meeting dates,

³ www.miami.edu/faculty-senate/Committees/10-10-annual-reports/Women_Minorities_report.doc

reports, and recommended resources. The proposal has been reviewed by the Faculty Senate Office and the Office is open to the proposal with some limitations.

Recommendation #3: In the next academic year, the Committee on Women and Minorities should work in collaboration with the OVPAA to establish multiple strategies to build relationships with relevant organizations and offices across campuses, to build awareness across the faculty, and to develop ideas and/or solicit funding for educational programming. A strategy to sustain the relationships and the programming should also be considered. Programming should include topics associated with diversity/equity/inclusion, mentoring for promotion and tenure, diversity training for search committees, and leadership development and opportunities for women and minorities.

Parental Leave and Workload Relief (Follow-Up)

In fall of 2010, the Committee presented recommendations to the GWC on the Committee's request to modify the Faculty Manual, adding clarifications on "Parental Leave and Workload Relief". In 2011 the Committee Chair presented an update to the GWC and to the FS, targeting three issues:

- Parental leave during sponsored research periods
- Parental leave during teaching periods
- Funding to complete research and teaching tasks that the faculty member on leave cannot fulfill

John Shipley, VP for Finance & Treasurer, notified the Faculty Senate Chair that a group would be formed to target these issues. The Committee expressed interest to participate. The Committee has not received an update on this effort and has contacted the Faculty Senate Chair to determine if progress has been made.

Recommendation #4: If not already in place a group should be formed to target these issues and draft a proposed solution. Representation from the Committee on Women and Minorities is encouraged.

Task Force on Faculty Recruitment, Application, and Hiring

The overarching purpose for this task force is to understand the process for recruitment, application, and hiring across the University of Miami. This task force will look at the practices in various schools and colleges with respect to conceptualizing faculty needs within units, soliciting and recruiting candidates, managing candidate applications and logistics, and the hiring process. More specifically, this effort will seek to understand if there are ways to create central initiatives or policies that will collectively enhance all recruitment efforts. Specific questions include but are not limited to:

- What is the prevalent process for managing faculty applications for departments or for the university?
- What are the current systems? How are they used? How effective are they?
- What is the prevalent practice for conceptualizing the needs for new faculty searches?
- What is the current state and best practices for recruiting in an environment like UM?
- What is the current state and best practices for hiring, negotiation, and placement of faculty?
- Are there policies and procedures that might enhance our ability to yield the best faculty candidates?
- Are there methods to leverage the entire university for seeking and recruiting candidates?

The task force will benchmark current recruitment, application, and hiring processes. The group will develop recommendations and specific milestones for enhancing the process. The task force will have approximately 5-7 meetings during Spring 2013 and Fall 2013 and complete a report for Fall 2013. The report and its recommendations will be presented to the Provost office and to the Faculty Senate Committee of Women and Minorities. The report will be archived within the Office of the Vice Provost for Academic Affairs.

Chair: Dr. M. Brian Blake, Vice Provost for Academic Affairs and Dean of the Graduate School

Committee Members:

- Mr. Bill Tallman, Faculty Affairs
- Dr. Edmund Abaka, History and Chair, WWMA
- Dr. Kathryn Tosney, Biology
- Dr. Guerda Nicolas, Education
- Dr. Steve Ullman, Business
- Ms. Wilhemena Black, Human Resources and Equity
- Mr. Dennis Yancey, UMIT

APPENDIX B

PROPOSAL

To: the RSMAS School Council

From: ≥10% of the RSMAS faculty

Date: May 9, 2012

Subject: **Request to Establish a RSMAS standing "Committee on Diversity, Equity and Inclusion"**

Description: The RSMAS DEI committee will be charged with promoting an environment in which every member of the RSMAS community is valued and will recommend development of appropriate programs for maintaining diverse faculty, staff and student bodies. This includes enhancing awareness among the RSMAS community on Diversity, Equity and Inclusion issues toward eliminating biases resulting from gender or ethnicity.

Membership: One representative from each Division (or alternative school unit); one student representative; appropriate representative of human resources/faculty affairs.

Eligibility: All faculty are eligible for representation (names to be provided by the chairs); the student representative will be provided by MSGSO; the human resources and faculty affairs representation will be the appropriate RSMAS appointees.

Term length: Appointments will last 3 years.

Committee chair: will be chosen by committee members.

Meetings: as needed with a minimum of two per semester.

Reporting: Meeting minutes and an Annual Report will be written by the Chair and reported to the SC.

UM-wide networking: The Annual Reports will be made available to the Faculty Senate Women and Minorities Committee.

Recommended text for the RSMAS bylaws under **Article III Faculty Committees; Standing Committees:**

Committee on Diversity, Equity and Inclusion

The committee on Diversity, Equity and Inclusion (DEIC) is charged with promoting an environment in which every member of the RSMAS community is valued. Its primary aim is to work toward eliminating bias resulting from gender or ethnicity. The DEIC develops programs for maintaining diverse faculty, staff and student bodies. Divisional members are elected for three-year terms, with the Chair chosen by the committee from these members. A student representative is supplied annually by MSGSO. The DEIC also includes a standing member from human resources/faculty affairs. Meetings are held as needed with a minimum of 2 per semester during the academic year. An annual report is composed by the Chair for the SC and made available to the Faculty Senate Women and Minorities Committee.

APPENDIX C

To: Faculty Senate Office

From: Yolanda Cooper
Chair, Faculty Senate Women and Minorities Committee

Re: Proposal for Enhanced Web Communication by the WMC

I submit this proposal to the Faculty Senate Office to enhance the Faculty Senate Women and Minorities Committee's web presence to encourage participation and to assist in the dissemination of useful information and resources.

As the current Chair and a second year member of the Women and Minorities Committee I have noted that our discussions often contain pertinent information of interest to women and minorities such as: relevant activities and events within the schools and departments; impressions and discoveries of internal and external activities, practices, events, resources, and programs; hiring practices within the schools, leadership and development, and promotion resources; and references to other offices and initiatives on campus. With this in mind I believe that enhancing the current website for the WMC would allow the Committee to keep interested faculty up-to-date on the activities and discussions of the Committee during the academic year and while discussions are in progress. It would also encourage participation, build awareness to relevant issues, and connect relevant internal and external resources.

Currently the page for the Committee presents as a PDF (<https://umshare.miami.edu/web/wda/facultysenate/Committees/WM.pdf>) containing the members of the committee, contact information, the Committee guidelines, and previous Committee reports. Proposed enhancements would include:

- Committee Charge and Membership
- Committee Reports
- Agendas and Minutes
- Related Links (OVPAA, WWMA, Women's Commission, Equality Administration, etc.)

The bullets above contain a core list of information that would assist in pushing information to the Faculty. Other items might include FAQs, invitation for participation, and more dynamic functionality.

While there are limited human resources for administrative assistance I believe once revised the page would be a more efficient way to maintain the activities of the FS committees. If there is concern regarding confidentiality or there are sensitive issues connected to the site, this information can be IP or password protected to provide security for sensitive materials. I have included a sample page

attached to this proposal from Penn State's University Faculty Senate. I have reviewed this proposal with the members of the Committee and they are in agreement with the opinions noted.

Thank you for your consideration in this matter.