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MEMORANDUM

To: Julio Frenk
University President

From: Tomás A. Salerno
Chair, Faculty Senate

Date: April 21, 2017

Subject: Faculty Senate Legislation #2016-56(D) – Faculty Senate Committee on Women and Minorities Annual Report and Recommendations

The Faculty Senate, at its April 19, 2017 meeting, voted unanimously to accept the Committee on Women and Minorities annual report and recommendations.

The committee would like to address the following issues over the next academic year:

- Paid leave and/or work reduction for faculty responsible for the duties of familial elder care.
- Recommendations in the salary analysis report attached.
- The committee unanimously decided to change the name of the committee to “Committee for Equity and Inclusion” to appeal to a wider range of issues.
- Replacement of Vice Provost Brain Blake’s position: *Someone who will be actively working with the Women and Minorities Committee to support and develop strategies for the University’s efforts to diversity and gender equity.*

The report and recommendations are now forwarded to you for your information.

TAS/rh

Enclosure

cc: Thomas LeBlanc, Executive Vice President and Provost
David Birnbach, Vice Provost, Faculty Affairs
Nerissa Morris, Vice President, Human Resources

FACULTY SENATE

April 2017

Prepared by Committee Chair, Shouraseni Sen Roy

Committee Members: Merike Blofield, Jill Ehrenreich, Cristina Favretto, Carmen Guerrero, Rene Hernandez-Cardenanche, Anito Joseph, Barbara Leibell, JoNel Newman, Landolf Rhode-Barbarigos, Shouraseni Sen Roy (chair), Lien Tran

Dates of Meetings: 9/16/16, 10/14/16, 10/27/16, 2/9/17, 3/6/17, 3/30/17, 4/TBD/17

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's concerned with any general problems affecting female or minority faculty.

During the 2016-2017 academic year the Committee mainly focused on the following issues:

- **Paid Parental Leave Benefits** – Proposal for more equitable 12 weeks paid parental benefits for staff, research faculty, and lecturers at all campuses. Cristina Elgarresta and Jenifer Cohen from Benefits provided an update on the paid parental benefits in UM during the March 6th and March 29th meeting. They will be presenting the final draft proposal for the university to the committee by April end.
- **Ombudsperson for Faculty and Staff at all UM Campuses** – The committee is pleased to report that the Provost appointed an ombudsperson for the Coral Gables campus, Prof. René Sacasas.
- We decided not to conduct a climate survey in view of a university wide survey conducted in late Fall by Gallup.
- [The Faculty Affairs website was updated with information for parental support](#)
- **Salary Analysis** – Subsequent to the request of the Women and Minorities Committee (WAMC) for a salary analysis in Spring 2016, the Provost held a meeting on October 27, 2016 with Committee members in the presence of Dr. Armstrong, Dr. Birnbach, Ms. Borg, and Dr. Gardner, where preliminary findings reviewing the differences in salary for the Medical, Coral Gables and Marine campuses through relative comparison analysis were presented. Reports on the presentations with further recommendations are attached to this report. Based on the

presentations, the committee would like to make the following recommendations and follow-up:

- Since the analysis was based on relative comparisons and no data were presented, WAMC requests a more in-depth analysis with access to salary data for all campuses related to:
 - hiring salaries by gender and minorities
 - recruitment by gender and minorities
 - promotion by gender
 - annual salary increment by gender

The data should also include lecturers and librarians for the Coral Gables and Marine Campuses as well as clinical, educator and research faculty in both tenured and non-tenured tracks for the MSOM.

- Although hiring new faculty with higher salaries is a great step towards equity in the future, it does not address inequity for current faculty and staff. Therefore, the Committee requests information on the following:
 - Are there any initiatives in place for retention of existing faculty other than acquiring competitive offers?
 - Is there any mechanism for faculty and staff career development other than having a mentor?

- Finally, inasmuch as pay disparity issues in private as well as public universities have received attention by the EEOC and the courts, as evidenced at Denver University and University of Massachusetts Amherst, after the enactment of the Equal Pay Act, WAMC feels certain that the University of Miami can avoid such negative attention by addressing any inequity issues head on in conjunction with concerned university members, faculty and committees such as WAMC. In light of the crucial role that Deans and Department Chairs play at every step in the hiring, promotion and salary structure, the WAMC urges that the Provost undertake special efforts to alert Deans and Department Chairs of these equality concerns and the ways in which the Equal Pay Act in particular requires special attention to inequalities.

In light of examples from peer institutions where inequity issues have been addressed through legal means and as the pressure to address inequity issues in all campuses increases at our university, WAMC underscores the importance of being proactive through the definition and implementation of a series of measures that address inequity at all levels.

Recommendations

The committee would like to address the following issues over the next academic year 2016-2017:

- Paid leave and/or work reduction for faculty responsible for the duties of familial elder care
- Recommendations in the salary analysis report attached.
- The committee unanimously decided to change the name of the committee to “Committee for Equity and Inclusion” to appeal to a wider range of issues.
- Replacement of Vice Provost Brian Blake’s position: *Someone who will be actively working with the Women and Minorities Committee to support and develop strategies for the University’s efforts to diversity and gender equity.*

Salary Analysis Report

Subsequent to the request of the Women and Minorities Committee (WAMC) for a salary analysis in Spring 2016, the Provost held a meeting on October 27, 2016 with Committee members in the presence of Dr. Armstrong, Dr. Birnbach, Ms. Borg, and Dr. Gardner, where preliminary findings reviewing the differences in salary for the Medical, Coral Gables and Marine campuses through relative comparison analysis were presented.

Medical Campus

It was stated in the meeting that the Miller School of Medicine/UHealth (MSOM) has undertaken a Gender and Minority Faculty Compensation Analysis to address the concerns about inequities in compensation. According to the presentation document, the study -- still ongoing -- at the Medical School seeks to fully understand and fairly address inequity issues by examining individual solutions and systemic solutions. The Medical school listed seven dimensions that impact compensation, namely, length of service, location of assignment, specialty and subspecialty compensation variation, distribution of funded effort, incomplete metrics for evaluation of productivity, availability of resources, and external competition for faculty. The MSOM is taking several steps to address salary differences including: (1) continuing to work with departments to identify outliers and assessing for any corrective action, (2) moving to a uniform compensation structure, and (3) developing a metric for evaluating faculty performance. However, with reference to the last summary slide, which is commendable, WAMC asks the following questions:

Coral Gables and Marine Campuses

The salary analysis showed no major inequity issues in the Coral Gables and Marine Campuses. However, the Committee report -2015- included a study using aggregated salary averages obtained from Planning and Institutional Research (report attached). This aggregated data showed inequities across campuses and schools. To address these concerns, WAMC requested follow-up data to explain the inequities. Thereafter, WAMC submitted an additional request for data to the Provost. In a meeting with WAMC members, the Provost shared their preliminary findings looking at differences in salary for the Medical, Coral Gables and Marine campuses.

For the Coral Gables and Marine campuses, the Provost identified five dimensions that impact compensation, namely, (1) initial offers to junior faculty, (2) annual increases, (3) promotion and tenure, (4) external offers/counter offers to keep faculty, and finally (5) external hiring of senior faculty. WAMC hereby requests that the Provost also identify areas that impact compensation at the Medical campus similar to that outlined for the Coral Gables and Marine campuses, examining individual solutions as well as systemic solutions to be taken on behalf of the faculty.

Committee Recommendations/Follow-up

- Since the analysis was based on relative comparisons and no data were presented, WAMC requests a more in-depth analysis with access to salary data for all campuses related to:
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- annual salary increment by gender

The data and analysis should also include lecturers, educator faculty, and librarians for the Coral Gables and Marine Campuses as well as clinical, educator and research faculty in both tenured and non-tenured tracks for the MSOM.

- Although hiring new faculty with higher salaries is a great step towards equity in the future, it does not address inequity for current faculty and staff. Therefore, the Committee requests information on the following:
 - Are there any initiatives in place for retention of existing faculty other than acquiring competitive offers?
 - Is there any mechanism for faculty and staff career development other than having a mentor?
- Finally, inasmuch as pay disparity issues in private as well as public universities have received attention by the EEOC and the courts, as evidenced at Denver University and University of Massachusetts Amherst, after the enactment of the Equal Pay Act, WAMC feels certain that the University of Miami can avoid such negative attention by addressing any inequity issues head on in conjunction with concerned university members, faculty and committees such as WAMC. In light of the crucial role that Deans and Department Chairs play at every step in the hiring, promotion and salary structure, the WAMC urges that the Provost undertake special efforts to alert Deans and Department Chairs of these equality concerns and the ways in which the Equal Pay Act in particular requires special attention to inequalities.

In light of examples from peer institutions where inequity issues have been addressed through legal means and as the pressure to address inequity issues in all campuses increases at our university, WAMC underscores the importance of being proactive through the definition and implementation of a series of measures that address inequity at all levels.