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June 9, 1992

## MEMO

To: Nils Hasselmo, President  
Ettore Infante, Senior Vice President for Academic Affairs  
Carol Carrier, Associate Vice President for Academic Affairs  
Pat Mullen, Director, Office of Equal Employment Opportunity and  
Affirmative Action

From: Becky Swanson Kroll, on behalf of the Senate Committee on  
Equal Employment Opportunity for Women

Re: EEOW Recommendations Regarding Pay Equity

I am writing to each of you to forward a set of recommendations regarding pay equity at the University of Minnesota. The Senate Committee on Equal Employment Opportunity for Women is charged with monitoring pay equity, as noted in these recommendations. Further, we are charged in the *Regents' Policy Statement of Women Academic Employees* with advising the Senate and University administration with effective implementation of the policy and our committee charge notes that we are to "advise the University president and vice presidents." As these recommendations involve efforts from several key offices within the University administration, we are forwarding them to each of you.

We have spent a great deal of the past year developing these recommendations. We are grateful to Professor Charlotte Streibel and Mr. Dave Berg for attending a meeting where the various variables, models and issues involved in statistical analysis of pay equity were explained and to some extent debated. We also want to recognize the efforts of Associate Vice President Carol Carrier, who has been in touch with the President's office to launch the first steps in the process to analyze pay equity immediately after the first post-Rajender pay increases. We are also indebted to Associate Vice President Carol Carrier and Director Pat Mullen for ongoing ex officio assistance to the EEOW.

As the beginning steps are in place, we also want to pass on to each of you the entire set of recommendations concerning pay equity. We believe they address

not only the "watchdog" or after the fact monitoring that is necessary to assure we don't lose ground after the enormous amount of time and effort required for the Rajender awards, but also suggest some active measures to help avoid the problems and inequities which were discovered during the Rajender process.

If you have questions about these recommendations, please don't hesitate to contact me (5-9837) or other members of the EEO. Ann Burkhardt, Law School, will be the chair of EEO next year and will undoubtedly be in touch during the fall to work with the appropriate offices to carry out these recommendations. Thank you.

bsk/s

cc: Tom Scott, Chair, Senate Consultative Committee  
Members of the Senate Committee on EEO

# RECOMMENDATIONS FOR MONITORING SALARY EQUITY AT THE UNIVERSITY OF MINNESOTA

The Senate Committee on Equal Employment Opportunity for Women is charged with the following:

"To promote compliance with the '*Women Academic Employees Policy Statement*' approved by the University Senate on April 1990 and adopted by the Board of Regents on July 13, 1990."

In the policy statement, pay equity is mentioned in two places:

"The University of Minesota shall not tolerate discriminatory practices against women in any personnel actions including instruction, hiring, evaluation, promotion, *pay* or any form of institutional reward or recognition..."

"Another keystone of the effort will be the maintenance of an adequate and accessible data base and systematic review of all personnel policies and actions, *such as salary equity*, performance reviews, grievance procedures, promotion activity, for any indication of disparate treatment of women or disparate impact on them."

(Regents' Policy, 1990, emphasis added)

**Monitoring Salary Equity:** The Committee makes the following recommendations in order to assure that, as a minimum, salary equity is monitored on a regular basis:

1. The University shall produce an annual report of gender equity for faculty salaries using several different models:

The first model shall use the formula agreed upon in the Rajender settlement including the following variables: degrees, administrative experience, previous experience, non-professional leaves, retention raises, market comparisons and time-in-rank

The second model should add the variable proposed, but eventually excluded, from the formula agreed upon in the Rajender settlement. This would involve exclusion of the market variable used in the first model.

2. A report on gender equity in P/A salaries be presented as soon as possible, and thereafter annually.<sup>1</sup>
3. A separate analysis of the data used to produce these reports should be conducted to determine the impact of taking personal leave on salaries. (As we consider institutional policies concerning parental responsibilities, we need to know whether taking advantage of personal leave has a disparate and continuing impact on salaries.)
4. The EEOC shall receive and review these reports. The Committee shall seek consultation from faculty members with appropriate statistical expertise, if the committee membership does not include such expertise.

**Taking Action to Address Problems in Salary Equity:** In addition, the Committee recommends the following consultations with administrative officers responsible for taking action to address problems of salary equity previously identified, or that might be identified in the future based on regular reports of salary equity.

1. The EEOC shall annually review and discuss with the Office of the Vice President for Academic Affairs *actions taken, progress made* and *future plans* to address salary inequity in those departments which account for the greatest proportion of salary inequity within the University. (E.g., in the Rajender settlement, out of 102 departments analyzed, 7 departments accounted for the greatest proportion of salary inequity.)
2. The EEOC shall annually review and discuss with the Office of the Vice President for Academic Affairs *actions taken,, progress made* and *future plans* to address issues raised by the Rajender Salary Settlement Committee members. These include (but are not limited to):
  - \*Monitoring of initial salary offers to men and women
  - \*Comparison of non-salary benefits, including for example, set-up funds

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<sup>1</sup>Even though there is not easily available "market data," to add as a variable in the formula, we don't believe this is a reason to delay the analysis. There may be differences in interpretation of what these data mean or what actions should result from them, to delay any analysis seems irresponsible. In short, we recommend that the equivalent of the second model mentioned in point 1 be used to analyze P/A salaries.

\*Systemic salary inequities in female-dominated areas  
\*Issues of comparable worth and "overqualification" of women  
on coordinate campuses

3. The EEOC is particularly concerned to discover that salary/income information for the Medical School is *not publically available* and to our knowledge *has not been reviewed for gender equity*. We suggest that this is a very serious issue and that, at a minimum, the recommendations of the Rajender Salary Settlement Committee be addressed immediately:

"...we recommend that the Regents require the outside firm which monitors these funds to monitor them with regard to equity on the basis of gender and race and to report any problems it finds to the proper university authority."

Further, we would suggest that these data should be made available to the EEOC and others in the University community. Privacy of such data raises questions about the University's commitment to equity and fuels suspicions that certain enclaves of the institution are exempted from the standards which govern others.

BSKroll, for the EEOC, 6/9/92