

Minutes*

**Senate Committee on Faculty Affairs
Tuesday, November 10, 2009
2:30 – 4:15
238A Morrill Hall**

- Present: Kathryn Hanna (chair), Ben Bornsztein, Arlene Carney, Carol Carrier, Dann Chapman, Theodor Litman, Karen Miksch, Rebecca Ropers-Huilman, Jason Shaw, George Sheets, Roderick Squires, James Wojtaszek
- Absent: Marilyn Bruin, Vladimir Cherkassky, Randy Croce, Barbara Elliott, Jayne Fulkerson, Morris Kleiner, Frank Kulacki, Holly Littlefield
- Guests: Caroline Hayes (Women's Faculty Cabinet); Sarah Waldemar, Steven Pearthree (Council of Academic Professionals and Administrators), Julie Tonneson (Budget and Finance), Kelly Krattiger (Human Resources)
- Others: Jackie Singer (Employee Benefits)

[In these minutes: (1) report from the Women's Faculty Cabinet; (2) family-friendly policies; (3) 27 pay periods]

1. Report from the Women's Faculty Cabinet (WFC)

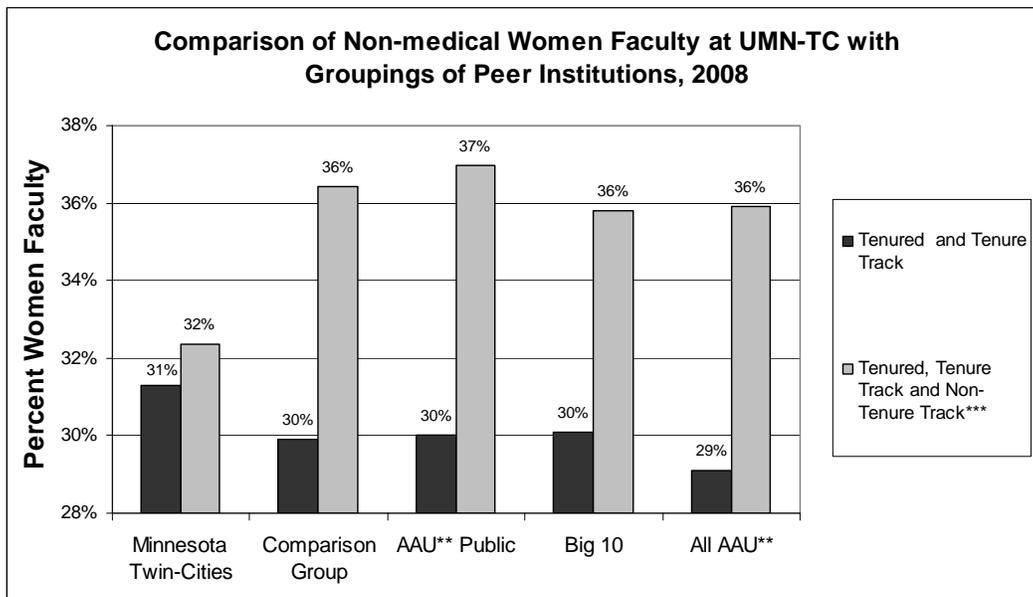
Professor Hanna convened the meeting at 2:30 and welcomed Professor Caroline Hayes, chair of the Women's Faculty Cabinet 2009-10, to provide an update on issues of concern to women faculty, family-friendly policies, and work-life balance.

Professor Hayes distributed copies of a handout with information about, and related to, the work of the Women's Faculty Cabinet (WFC). She noted first the mission: "to improve and enrich the academic and professional environments for women faculty at the University of Minnesota, Twin Cities, and to ensure that the University continues and strengthens its commitment to the success of its women faculty members." The issues WFC deals with include equity in hiring, promotion and tenure, salaries, awards, and service assignments, accountability and visibility of information on gender equity, and family-friendly policies.

The handout included several pages of data and information (1) comparing proportion of women faculty at the Twin Cities campus in comparison with other research universities, and (2) breakdown by gender of responses to the 2008 Pulse survey about work-life balance.

The data are as follows:

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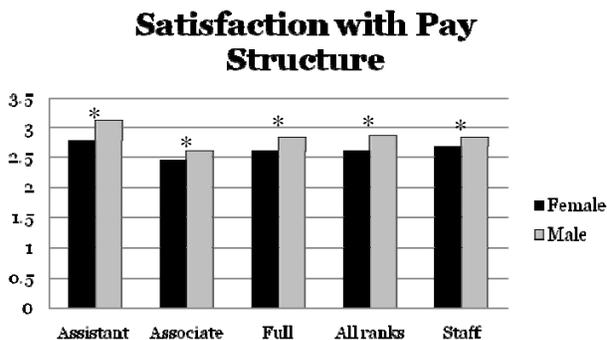


Pulse: Biennial survey of faculty and staff.

- **Goal:** to measure faculty and staff satisfaction with the U of M as an employer.
- **Sponsor:** Human Resources and Institutional Research under the direction of Carol Carrier.
- **Composition of sample for 2008:** Female (56.9%), Male (39.3%), Choose not to answer (1.1%), Transgender (0.1%)

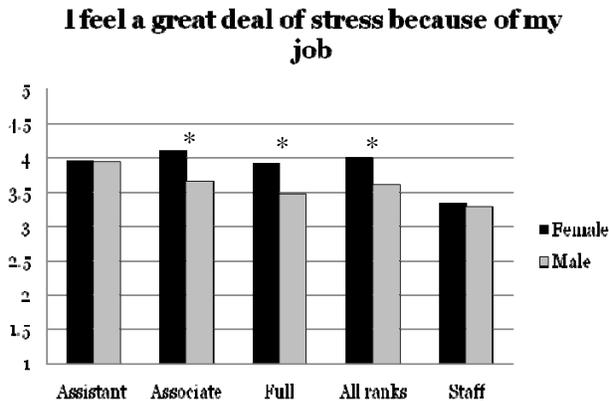
Academic Rank	Female	Male	Total
Assistant	135	129	264
Associate	147	143	290
Full	126	326	452

The breakdown of responses to the Pulse survey was as follows:

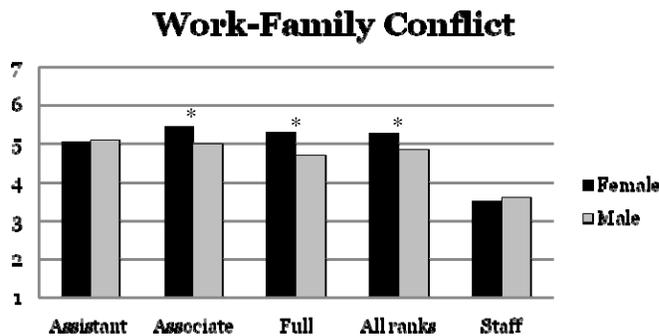


Wenzel and Hollenshead (1988) report that salary and resources are among the main reasons that female faculty voluntarily leave tenured and tenure-track positions at research universities, along with lack of respect, lack of opportunities for promotion and personal growth, respect, assistance with employment for spouses/partners, and care for dependents.

Stress: Female faculty at UMN-TC, particularly in senior ranks, experience higher job stress.

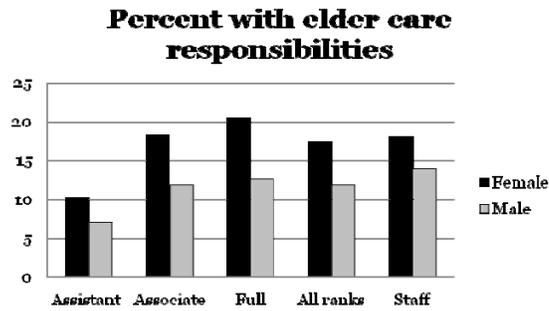
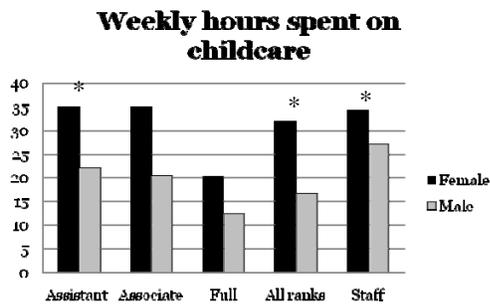


Work-family conflicts: Female faculty at UMN-TC at the senior levels report significantly higher levels of work-family conflict.

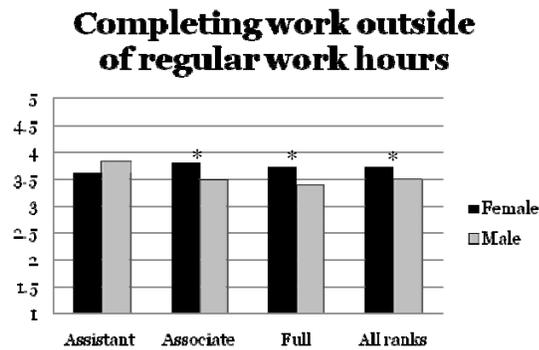
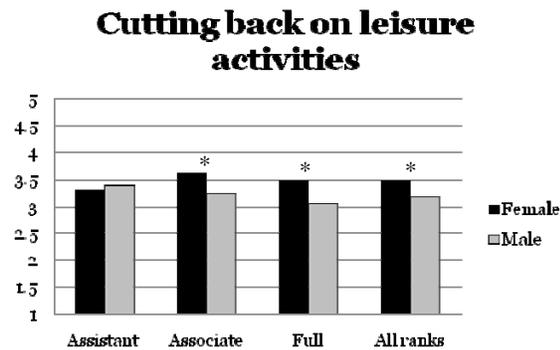


Child-care and elder-care responsibilities:

1. Female faculty across all ranks at UMN-TC report substantially more time spent on childcare, than male faculty, yet female faculty have fewer children.
2. Female faculty at UMN-TC are also more likely to have elder care responsibilities.

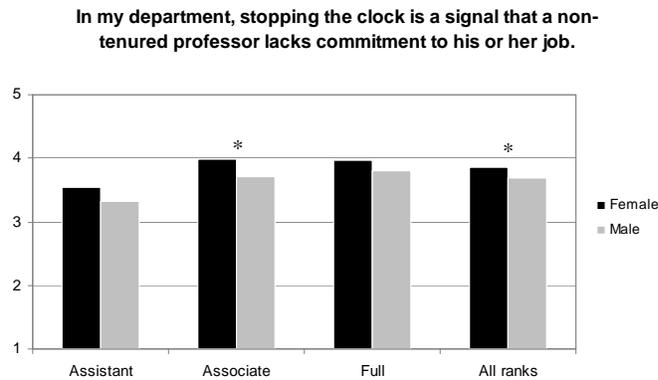


Faculty Coping Mechanisms: Senior female faculty at UMN-TC are more likely than senior male faculty to respond to work demands by reducing leisure time, and working outside of normal work hours.



Preventing stress is shown to be much more cost-effective in the long term than treating the effects of stress. However, while a number of family friendly policies, such as stopping the clock, are in place at the University of Minnesota to help faculty reduce stresses caused by work-family conflicts, faculty may not feel safe using such policies.

Culture: The majority (57%) of all faculty (male *and* female) at UMN-TC agreed with the statement, "stopping the clock is a signal that a non-tenured professor lacks commitment to his or her job." Female faculty are more likely than male faculty to agree.



Vice Provost Carney reported that the questions about stress were added to the survey because of the results of the COACHE survey of probationary faculty. The assistant professors at Minnesota reported being more stressed than at any other institution, but there were no other gender differences, so they wanted to find out what was going on. The result was the additional questions on the Pulse survey.

Professor Sheets noted that the Committee had recommended, a year ago, the creation of a faculty ombuds position; it did so in part because of evidence from the Pulse survey reflecting workplace dissatisfaction that would be brought to an ombuds office. Did they look at whether women feel less sure that they have a place to go than do men? They did not, Professor Hayes said, but it is an interesting question.

Professor Ropers-Huilman suggested adding a question about service because there is a great deal of evidence that service is a big problem.

Professor Ropers-Huilman also said it was not clear how to read the responses to the statement about stopping the clock indicating a lack of commitment to the job: Does it ask about one's own perception or about one's perception of the department's perception? If the former, the data can be used to encourage people to use the policy providing for the option to stop the clock.

As for the data on full professors, which Professor Ropers-Huilman said it was helpful to have, Vice Provost Carney said there is a problem with the data: of the regular faculty, 25% are assistant professors (who are 60%/40% male/female), 25% are associate professors (who are also 60%/40% male/female), and 50% are professors (who are 80%/20% male/female). The 50% who are full professors skew the distribution, and the number will not change quickly. What she does see as positive, she said, is the 40% of the assistant and associate professors who are women, but it will take awhile to change the percentage for the entire cohort of faculty. A significant number of attendees at the workshops on moving from associate to full professor are women.

Professor Ropers-Huilman asked if there has been any study of whether men and women move from associate to full professors at the same rate. That is difficult to track, Dr. Carney said, and she has been looking at the number of years in rank. It varies by discipline and college. She looked at the data in 2005 and is doing so again now to see if there has been any change. They do see women being promoted from associate to full professor, so they do advance.

That could be linked to the question about service, Professor Ropers-Huilman commented. Those include questions about the nature of the service and the number of hours involved, Dr. Carney said, and would require focus groups to answer adequately. The Committee discussed how service might be measured.

Dr. Carrier explained that her office is trying to improve the Pulse survey every year. Last year they focused on unit-based results: the results for the units were provided to the deans and unit heads. They will do so again because units are where people live and work, and the results for the units are more important than the results for the institution as a whole.

Professor Hanna commented that if the ratios are 60-40 men-women in the lower ranks, ultimately the ratio will be 60-40 overall. Dr. Carney agreed but added the caveat that the numbers are very different by college. Professor Hayes said, when looking at national figures, the rate of increase in women entering the pipeline (at the undergraduate level) is about the same across disciplines. Different disciplines have different levels of women, but most levels are rising at similar rates.

Professor Bornshtein asked what family-friendly policies are and what data exist to suggest that people are afraid to use them. Much of it has to do with the education people are provided, Dr. Carney said. She spends a lot of time on stopping the clock at the New Faculty Orientation, she said, and she tells them faculty may use it and urges them to contact her if they encounter problems. She emphasizes the provisions at the new chairs' program and reminds the chairs that there are policies in place and the faculty members have the right to use them. (She has seen 80-100 new chairs over a four-year period, so she is reaching a broad array of departments.) What is more difficult, she said, is to reach the even broader array of faculty who vote on promotion and tenure. There are, however, a large number each year who do stop the clock (perhaps 16 or 17 per year). The situation also varies by college, she said; in some, stopping the clock is never an issue. In departments, it may depend on the chair.

2. Family-Friendly Policies

Professor Hanna turned next to Vice President Carrier, who explained that she and Vice Provost Carrier discuss a range of subjects, including policies, programs, and practices at the University. They have the President's Emerging Leaders (PEL) program, with participants who come from all parts of the University who take on a project during their year in PEL. One of the projects this year is the meaning of "family-friendly" policies in these times, what people see as important, and how they are faring. The group will produce a report and recommendations in the spring. They are now out gathering information; she has asked them to look also at business and industry.

They also try to keep abreast of what is happening at other Big Ten schools, Dr. Carrier reported, and handed around copies of summaries of policies in different areas at the Big Ten schools.

What the University has, Dr. Carrier said, includes the following:

- dual-career support (when a partner/spouse is hired without a search), including the higher-education recruiting consortium, composed of about 50 colleges and universities in Minnesota and surrounding areas
- leave programs (parental, bereavement, medical)
- career-life alliance (provide information on child care, elder care, schools, housing, etc.)

- phased retirement (which is heavily used, for people who do not want to quit outright)
- flexible workplace (not as applicable to faculty but important to staff)
- ethicspoint system (where people can write anonymously about, inter alia, if they believe a unit is deliberately not following University policy; the URL is https://secure.ethicspoint.com/domain/en/report_custom.asp?clientid=9167, not part of the University of Minnesota)

People use Ethicspoint to report such things as misuse of funds, Dr. Carrier said, but they also use it for reporting when policies are not being followed. Professor Hanna suggested that the Committee receive a report on issues raised through Ethicspoint that are pertinent to faculty.

It is also possible for people to weigh in on reviews of deans in a totally confidential fashion, Dr. Carrier said. The information is shared with the dean and his or her supervisor, and that process is another way to bring issues to the surface. The dean is responsible for the culture of the unit he or she is leading and needs to understand how things are going.

In terms of comparisons, Dr. Carrier said, the University is doing what other institutions are doing. Minnesota is behind in some areas and ahead in others. There is a long list of policies for men and women, Professor Hanna said, and she did not know if there is a way to frame them and indicate they are there to be used. They are trying to identify a way to make them accessible without reading them to people, Dr. Carrier said.

When the process of revising the 7.12 statements is completed, Dr. Carney said, her office has talked about creating a faculty handbook that would be dynamic and online where people could find the things they sorely need. For now, the faculty one-stop gets to a well-organized page and one can get to Human Resources policies from there. Professor Hanna wondered how many people use the My U portal; that could be a place to have a category of faculty-friendly policies.

Professor Bornshtein said this is an important topic. He said he was surprised that faculty members feel unsafe using family-friendly policies and said he would like the topic discussed again in the future. If the CIC institutions all have similar policies, is the level of fear and intimidation similar at all of the institutions? Dr. Carney said that is an inference, not a conclusion based on Pulse results. It is based on anecdotes, Professor Hayes added.

Professor Miksch reported that the Committee on Academic Freedom and Tenure had had a presentation from Professor Hayes that had been helpful. There is a subcommittee of AF&T looking at the tenure code and its members would like to know if there are gatekeeping provisions or language contrary to a family-friendly culture.

Professor Hanna thanked Professor Hayes for her report.

3. 27 Pay Periods

Professor Hanna turned next to Sarah Waldemar and Steven Pearthree, from the Council of Academic Professionals and Administrators (CAPA), to discuss again the issues associated with having 27 pay periods during the 2010-11 fiscal year. CAPA has gathered some additional data for committee

review. Professor Hanna also welcomed Ms. Tonneson from Budget and Finance and Mr. Krattiger from Human Resources.

Ms. Waldemar and Mr. Pearthree distributed copies of data tables and reported that they had heard from a large number of P&A staff about the impact of the 27 pay periods next year. Mr. Pearthree said he has heard it said that the only difference is that the pay date will be moved by one day and there will be no difference in pay, so they put together data tables showing gross wages (for a hypothetical \$90,000-per-year employee) in 2009, 2010, 2011, and 2012. For calendar years 2010 and 2011, the employee will see a 1.99% and 1.85% cut in pay, respectively, as a result of the 27 pay periods. Their constituents have voiced their displeasure and asked them to bring the issue forward, and to ask how the situation affects faculty.

The situation arises, Professor Hanna commented, because the appointment date for people on 12-month (A) appointments shifts a day or so each year, given that there are 365 days in the year, not 364, and there is a need to shift it back. This is the first time this has come up since the University changed to a biweekly payroll

Vice President Carrier said this has been talked about since 2000. It happens all over the country. She explained that in a biweekly payroll system, those on A appointments have their salaries divided into 26 equal pay periods, but the system should have 26.09 pay periods. So everyone actually receives a little more money than their appointment calls for. The University must get A appointments to stay within a fiscal year; it is not permissible to take money from one year and move it into the next. Ms. Tonneson explained that on the expense side, the expense is incurred on the pay date even if the pay period crosses a fiscal year; different institutions do things differently. This was not a surprise, Dr. Carrier said; the University knew it was coming. They had a task force look at how to respond and they considered many different solutions.

Mr. Krattiger recalled that the University once operated a semi-monthly payroll in addition to a bi-weekly payroll. Returning to that model would require the University to have two payroll cycles. The University moved to a single payroll cycle in 1996, as one cycle is highly preferable in terms of overall lower cost and effort to manage the associated transactions. In addition, moving to a single semi-monthly payroll cycle would have a disproportionate impact on hourly employees. If hourly employees were to be paid on a semi-monthly basis, their checks would fluctuate from 7 to 11 days each payday.

Ms. Tonneson said there are two parts to the issue. One is to extend the pay period to 7/1/10 (if the date had not been shifted by one day, the impact would have been in the millions of dollars during FY10, rather than FY11, and they did not want units to have to find additional millions of dollars for an extra pay period on top of FY10 cuts in state funding). Second, this will happen again in 2021 if the University does nothing.

The appointment year is longer in fiscal year 2011, Dr. Carrier said, longer by 10 days. By law, the University must pay hourly employees for time they worked. Faculty and P&A staff have employment agreements for A terms and the University determines the salary. For this year, the University must make the appointment year longer for the same base salary. One justification for this is that everyone has been slightly overpaid for the last ten years and it is now time to makeup that overpayment. If one is a new employee, Mr. Pearthree pointed out, one has not put in the time to be overpaid; Dr. Carrier agreed. Mr. Krattiger also agreed that the measurement depends on when one starts

and stops; one could take the perspective of a new employee, but after nine years employees are held harmless.

Professor Sheets asked where the reductions in salary illustrated in the data tables (the -1.99%/-1.85%) are made up. Were they paid in prior years? Will they be made up in subsequent years? At the close of some accounting period the numbers should net out to zero, so that at the end of ten years, someone making \$90,000 will have made \$900,000. That is correct, Mr. Krattiger affirmed, and said that next year will take the accounts back to zero. The plan asks people to catch up. It is re-setting the clock, Dr. Carrier commented. For a new employee, Professor Hanna observed, it will take nine years to catch up. Mr. Krattiger agreed and repeated his point: The result will be different for each person, depending on when he or she started at the University.

Professor Hanna asked why appointment dates could not be aligned with fiscal years and partial checks be issued for the gap between the fiscal year and the biweekly payroll system. Has that been discussed? It has, Ms. Tonneson said. They are seeking a solution because they do not want to have to deal with this issue in another ten years. The University could choose to do its accounting differently, but no matter when a change is made, there will be a large one-time cost.

Mr. Chapman reported that benefits have already been adjusted (in 2008); there was a "benefits holiday." Benefits will be unaffected by the plan to deal with 27 pay periods. Benefits are tied to the calendar year, not the fiscal year, Mr. Krattiger explained, so are unaffected.

Professor Hanna said it only seemed to be common sense that salaries should be aligned with the fiscal year so this problem can be avoided in the future. Mr. Krattiger said that the first check in July covers days worked in June; to fix the problem, it would be necessary to buy back the June days, which would cost about \$53 million. The good news is that the University decided not to cut base salaries, which could have been 3.7%; because base salaries are preserved, employees will not realize that loss in each subsequent year of employment. It was noted that employees will see an artificial increase in 2011 as the University returns to a 52-week basis.

In terms of the number of people affected, about 88% of P&A staff and about 47% of the faculty (those on 12-month appointments) will see the slight reduction in their paychecks (if one includes faculty on 9-month appointments who have elected to be paid over 12 months, about 73% of the faculty will be affected).

Ms. Waldemar said they are hearing questions about benefits, but the result is a 3.7% cut in pay over the two calendar years (that are covered by fiscal year 2011). Mr. Pearthree said they do not understand how there can be 54 weeks in the year; this is a trust issue. Will there be 60 weeks in a future year? Those questions suggest why it would be a good idea to get salaries and the fiscal year aligned, Professor Hanna commented. But they must be honest, Dr. Carrier pointed out: There is no money available to change the system. Not now, Ms. Tonneson agreed, but if the question is brought up in the future, it will be a budget choice for the University to make. She added that she did not see that happening in the near future, however, because the budget predictions are not positive.

Ms. Waldemar suggested taking 26 paychecks over 26 pay periods and then having a furlough. That opens equity questions, Mr. Krattiger responded, and people would be disproportionately paid. The administration does not believe that option would work very well. Since the University is asking for two

extra weeks of work, Mr. Pearthree commented, employees should be given extra vacation time this one year, such as ten extra days.

Ms. Tonneson said that the context for any proposal is that if it costs money, it will add to the planned reallocations and that will mean jobs. Vice President Carrier suggested that CAPA provide the administration with options it is thinking about. She said the University is not trying to hide anything and that she does not disagree with the data tables that CAPA prepared. It is simply a difficult situation.

Professor Hanna thanked the guests for joining the meeting and adjourned it at 4:20.

-- Gary Engstrand

University of Minnesota