

Report of the Senate Committee on Faculty Development, Diversity and Equity (SCFDDE)

General Committee Charge

The Committee on Faculty Development, Diversity, and Equity (i) identifies and promotes best practices for faculty development, mentoring, and work environment to facilitate faculty success at all career levels; (ii) evaluates and advocates processes for faculty recruitment, promotion, and retention that promote diversity, equity and work/life balance for the faculty; (iii) monitors the status of faculty development, mentoring, diversity, and equity; and (iv) issues periodic reports on the activities and findings of the committee that make recommendations for implementation.

2016-2017 Specific Charges

1. Review the information that is disclosed to potential users of the services of the Office of the Ombudsman to assure that it clearly and fully explains the role of the Office of the Ombudsman.
2. Evaluate the findings of the 2015 Faculty Climate Survey, particularly as they relate to women, minorities, underrepresented minorities, and LGBTQ faculty, and identify areas of concern.
3. Review and evaluate the Final Report of the five-year Action Plan for Faculty Diversity and Excellence.
4. Review policies and practices for finding employment for the spouses and partners of faculty who are being recruited and/or retained.
5. Convene an event to engage Penn faculty in an active discussion on how faculty diversity can be further enhanced at Penn.
6. Maintain communication between the SCFDDE and the University Council Committee on Diversity and Equity and collaborate when possible on issues of mutual concern.

Report of Activities

The Committee met a total of eight times (09/22, 10/13, 11/17, 12/08, 01/19, 02/23, 03/23 and 04/13). Invited guests included Vice Provost for the Faculty (VPF) Anita Allen and Bob Stine, Co-Chair of the Senate Committee on the Economic Status of the Faculty (SCESF).

Report on Charges

1. Information Provided by the Office of the Ombuds

The Office of the Ombudsman shared with the SCFDDE a handout that is given to prospective recipients of its services that clearly addresses the Office's stance with regard to confidentiality, neutrality, and independence. It was agreed that the Office would post such information on its website so that prospective users of its services would have it available to them before they visited the Office. The Office has done so. See <http://www.upenn.edu/ombudsman/principles.html>

SCFDDE also considered the title of the Office and concluded that it should be gender-neutral. It asked the Tri-Chairs to raise the matter with the Administration. Vice President for Institutional Affairs Joann Mitchell undertook to consult with various interested constituencies about changing the title. It was the consensus of those consulted that the title should be changed to the "Office of the Ombuds."

2. Findings of the 2015 Faculty Climate Survey

On March 21, 2017, the President and Provost published their Faculty Inclusion Report, which recaps the results from the five-year Action Plan for Faculty Diversity and Excellence. The results of the 2015 Climate Survey are summarized in parts I.A.7 and 8 of the Faculty Inclusion Report.

SCFDDE examined the findings of the 2015 Faculty Climate Survey, particularly those comparing females to males in the aggregate, females to males within each rank, minorities to whites, and underrepresented minorities to whites within each rank. The Committee recognized that without data on salaries, teaching loads and actual reasons for departure it is difficult to draw definitive conclusions about the survey data.

SCFDDE invited Professor Bob Stine, Co-Chair of the Senate Committee on the Economic Status of the Faculty (SCESF), to share SCESF's analysis of both the climate data and additional salary data it reviewed¹. SCESF found that there is a wage gap between men and women faculty that starts at the assistant professor rank and persists as faculty advance through the ranks. These wage gaps are reflected in the climate survey

¹ According to its report (see next footnote), SCESF reviewed data on Standing Faculty salaries with the exception of "data on salaries of nearly 1,000 clinician educators ... from Medicine, Dental Medicine, Veterinary Medicine, Nursing, and Social Policy and Practice [...] ... 240 tenure-line PSOM faculty in clinical departments, 86 tenure-line PSOM faculty based at the Children's Hospital of Philadelphia, [and] ... 35 PSOM tenure-line faculty based at the Veterans Administration."

data, which indicates that only half of women faculty are satisfied with their salaries compared to two-thirds of men. Further statistical analysis of the data revealed a statistically significant gap of 5.5% separating the salaries of male and female associate professors. SCESF's Executive Summary states that "in the 2015 climate survey, associate professors as a group are collectively less satisfied with their experience at Penn than other faculty. About 40% of associate professors are women. SCESF recommends that prompt attention be paid to the gender gap at the associate professor level. SCESF reiterates its concerns as follows: Given the significant impact of rank and time in rank on salaries, SCESF recommends attention, oversight and mentoring to ensure that women associate professors are being promoted to full professor in a timely manner."²

The Faculty Inclusion Report indicates that women and minorities expressed lower levels of satisfaction than the majority. The 2015 Faculty Survey contains information that would be useful in program development by organizations representing the interests of female faculty such as the Penn Forum for Women Faculty and LGBTQ faculty such as the LGBTQ Working Group. If the terms for distribution of the survey results stated in the survey instrument bar sharing any data from a climate survey with such organizations, SCFDDE should begin talks with the Vice Provost for the Faculty and the Office of Institutional Research & Analysis to redraft the terms in anticipation of the next survey.

The results of the climate survey have been shared with the schools. The Vice Dean of Academic Affairs for PSOM circulated to the full-time faculty a PowerPoint presentation that summarized the findings of the 2015 survey, provided comparison with results from the 2011 survey, and added action items. Schools and departments should be encouraged to share the results with their faculty.

Recommendations:

a. The Administration should consider methods for wider dissemination of the results of the 2015 Faculty Climate Survey and develop a comprehensive list of responses to statistically significant levels of dissatisfaction expressed by women, underrepresented minorities, LGBTQ and associate rank faculty.

b. SCFDDE should investigate the climate issues impacting female associate professors and develop recommendations that address the circumstances that may be impeding their promotion to full professor.

3. Review the 5-Year Action Plan for Diversity and Excellence 2011-2016

Although successful recruitment of minorities and women has resulted in an increase in the percentages of minorities, underrepresented minorities, and women on the faculty, departures were a significant factor in limiting the gains from new additions. The Administration should establish a method to track and account for faculty departures and the reasons for them, perhaps by conducting standardized exit interviews.

Recommendations:

a. The Administration should monitor the development and implementation of the University's plans for increasing diversity at the departmental and program levels. Attention should be paid to department-level differences in progress toward University and school diversity goals.

b. SCFDDE recommends that every department chair annually report to the VPF on faculty who are leaving the department and their reason(s) for doing so. SCFDDE recommends that thorough exit interviews of all departing faculty be performed by the Office of the Vice Provost for Faculty.

c. SCFDDE recommends that the University encourage schools that have large faculties and that have not made substantial gains in the hiring of women, minorities, and underrepresented minorities to appoint an associate or vice dean for inclusion and diversity.

d. The Administration should promote web-based mechanisms that increase transparency and reporting of school-level initiatives, expenditures, and gains regarding diversity on an annual basis. We recommend that each school's annual faculty diversity report be made publicly available.

e. SCFDDE should investigate the extent to which the goals of faculty inclusion, particularly for women and minorities, are reflected in clear internal promotion paths and the allocation of leadership positions and service obligations, as well as in the provision of resources devoted to midcareer advancement, recognition, and parental leave.

² The SCESF report can be viewed at https://almanac.upenn.edu/uploads/media/Senate_Committee_on_the_Economic_Status_of_The_Faculty_Fiscal_Year_2016_2015.pdf

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4. Partner and Spousal Hiring

Policies and practices for finding employment for the spouses and partners of faculty who are being recruited and/or retained are of importance due to their potential impact on the quality and diversity of the faculty. However, they are also fraught with complexity as where the hiring of a spouse/partner has the potential of removing an opportunity for another candidate to be recruited to the accommodating department. This is especially important for smaller departments that have infrequent faculty openings. The Senate Committee on Faculty and the Academic Mission (SCOF) evaluated spousal hiring policies in 2012-2013. Its review noted significant variability in practices across the University, and it made a number of recommendations, including the development of a website to serve as a resource for recruiting schools and candidates and the appointment of an internal “conciierge” to facilitate access to available resources.

SCFDDE is now charged with evaluating spousal hiring policies and most importantly, assessing how spousal/partner hiring practices might contribute to diversity. Our key questions are:

- Is the available support for spousal/partner hiring adequate and effective?
- Is the support made available on an equitable basis?
- Are spousal/partner hiring practices contributing to the University’s diversity goals?

To pursue these questions, SCFDDE reviewed the 2009 University Policy on Faculty Recruitment and Dual Careers along with subsequent updates, determined which of the SCOF recommendations have been implemented, followed up with each school to assess variability (or consistency) with spousal hiring practices, and interviewed current faculty who have experienced the spousal/partner hiring program as a part of their initial recruitment or retention. We also sought to obtain information from the Provost’s Office regarding the number of spousal/partner hires in the last five years, as well as the number of faculty candidates who did not accept positions due to difficulty accommodating spouses/partners.

Our review highlighted ongoing variability in implementation of practices related to spousal/partner hiring across the University along with a general lack of transparency regarding procedures and available resources. In interviews with eight schools, we learned that many follow the guidance provided by the Provost’s Guidelines and Procedures for Faculty Appointments, Promotions, and Terminations referenced above. Inquiries for a position for a spouse/partner are initiated by the dean’s office of the school hiring or attempting to retain the primary faculty member. If the partner/spouse seeks a position in a different school, the dean’s office of the primary school will then reach out to the dean’s office of the secondary school. As per policy, the Provost’s office is also alerted of the potential dual career hire. If a successful appointment is made across two schools, salary for the spouse/partner for the first five years is divided evenly among the primary and secondary schools and the Provost’s office. Dual appointments within the same school may go through faculty committees and human resources.

Actual implementation appears to be related to the size of each school and available resources. For small schools that do not have many faculty openings, it may be particularly challenging to find an open position or to ensure a good fit. Most schools do not have dedicated staff to assist with the search process and there do not appear to be many available resources to assist with searches outside of the University. Therefore, in many instances, requests for partner/spousal hiring are managed on a case-by-case basis. Most schools cite successful dual career hires but no more than six per school in the past five years, while other schools reported none in the same period.

Recommendations:

- a. The University should improve communication about dual career hiring policies and procedures as well as available resources.
- b. SCFDDE supports the creation of a University-wide website through which information can be uniformly communicated and easily accessed from individual school websites by potential candidates and current faculty.
- c. The University should consider hiring dedicated staff to facilitate dual-career hiring to help ensure consistent implementation of the policy and procedures. For schools that do not have resources for dedicated staff, SCFDDE agrees with the previous recommendation to expand Career Services resources to help fulfill this role.
- d. The University should improve resources for the identification of opportunities for spouses/partners outside of the University.
- e. SCFDDE 2017-2018 should:
 - i. Consider alternative positions within the University to accommodate academic spouses/partners. This may include adjunct professorships which are not paid positions but through which individuals may pursue research funding.
 - ii. Identify best practices related to spousal/partner hiring used by other

universities with successful programs.

- iii. Continue its evaluation of the impact of dual hiring practices on faculty diversity recruitment and retention goals.

5. The Inaugural Diversity and Inclusion Luncheon

In its 2015-2016 recommendations, SCFDDE urged the Administration to consider sponsoring a University-wide symposium to showcase successful and innovative diversity programming at Penn, in order to stimulate a wider range of schools to create similar programs.

The Office of the Vice Provost and the Faculty Senate held a Diversity and Inclusion Luncheon on December 2, 2016, in the Living Room Lounge of the Inn at Penn. The planning committee for the event consisted of Laura Perna (GSE and Senate Chair), Sophia Lee (Law), Lisa Lewis (Nursing), Carmen Guerra (PSOM/Medicine), and Lubna Mian (Office of the Vice Provost for Faculty). The event was attended by over 50 faculty and diversity and inclusion leaders from across the campus. The agenda included a welcome and opening remarks by Dr. Anita Allen, followed by a panel session with Drs. Eve Higginbotham (PSOM), Amy Hillier (Design), and Stephanie Abbuhl (PSOM) that was moderated by Dr. Carmen Guerra. The event concluded with comments and questions from the attendees which raised many ideas for creating a more inclusive environment at Penn. For example, there seemed to be a general sense that greater interventions at the departmental level were warranted, particularly to improve the unbalanced culture within schools/colleges that results from some departments having a more inclusive culture than others. Post-event evaluations were also obtained. The consensus there was that the event aided in reducing “the silo effect,” produced constructive candid conversation, and should be repeated.

The Office of the Vice Provost and the Faculty Senate, along with the members of the planning committee, will use the feedback to determine whether to hold annual diversity and inclusion forums and what topics should be covered.

6. Liaison with UC-CDE on LGBTQ Faculty Climate

Regina Austin, Chair of SCFDDE, is a member of the University Council Committee on Diversity and Equity (UC-CDE) and a liaison between the two committees. She served on a UC-CDE subcommittee examining LGBTQ student, faculty, and staff climate at Penn. The LGBTQ population on campus looks to the LGBT Center for support. The Center, which falls under the purview of the Office of the Vice Provost for University Life, exists primarily for the benefit of students, but extends its services to staff through LGBTQ Employees at Penn (LEAP) and faculty who participate in the LGBTQ Faculty Diversity Working Group.

Among the offices that are available to consider complaints and grievances from the LGBTQ population on campus is the Office of Affirmative Action and Equal Opportunity Programs. Its director is also the Title IX administrator. There are indications that the current US Presidential Administration is contemplating changes in federal policy regarding Affirmative Action and Title IX that would impact the faculty’s rights and obligations with regard to diversity and equity.

Recommendations:

The Committee should maintain communication between the SCFDDE and UC-CDE.

The Committee should consider how changes in federal policy toward affirmative action and Title IX will impact the policies, procedures, and practices of the Office of Affirmative Action and Equal Opportunity.

Overall Recommendations for SCFDDE for 2017-2018:

1. Continue the review of policies and practices regarding the hiring of spouses and partners of faculty being recruited and/or retained, as described above.
2. Investigate factors impacting the climate and goals of faculty inclusion, including the promotion process, for associate professors, with particular attention to women and minorities and propose corrective measures.
3. Consider the operation of the Office of Affirmative Action and Equal Opportunity in advance of changes in federal policy, particularly Title IX policy.

SCFDDE Membership 2016-2017

Regina Austin, Law, *Chair*
 Rita Barnard, SAS/English
 Kristen Feemster, PSOM/Pediatrics
 Carmen Guerra, PSOM/General Internal Medicine
 Mauro Guillén, Wharton/Management
 Mitch Marcus, SEAS/CIS
 Gwendolyn DuBois Shaw, SAS/History of Art
Ex officio:
 John Keene, Design, PASEF non-voting member
 Laura Perna, GSE, Faculty Senate Chair
 Santosh Venkatesh, SEAS/ESE, Faculty Senate Chair-Elect