

**UNIVERSITY REVIEW COMMITTEE**  
Illinois State University

Thursday, May 3, 2018  
2 p.m., Hovey 102

**MINUTES**

Members present: Angela Bonnell, Sam Catanzaro (non-voting), Diane Dean, Kevin Edwards, Joe Goodman, Doris Houston, Sheryl Jenkins, Rachel Shively, Sarah Smelser

Members not present: Michael Byrns

Others present: Bruce Stoffel (recorder)

Note: In these minutes “URC” refers to the University Review Committee at Illinois State University; “FRC” refers to the Faculty Review Committee at Illinois State University; “Caucus” refers to the Faculty Caucus of the Academic Senate at Illinois State University; “ASPT” refers to appointment, salary, promotion, and tenure policies of Illinois State University; “ASPT Policies” refers to *Faculty Appointment, Salary, Promotion, and Tenure Policies* effective January 1, 2017, Illinois State University; “CFSC” refers to college faculty status committee as provided for in ASPT Policies of Illinois State University; “DFSC” refers to department faculty status committee as provided for in ASPT Policies of Illinois State University; “SFSC” refers to school faculty status committee as provided for in ASPT Policies of Illinois State University; “ad hoc equity review committee” and “equity review committee” refer to the Ad Hoc Committee for ASPT Equity Review established by the Faculty Caucus of the Academic Senate at Illinois State University; and “AAUP” refers to the American Association of University Professors. Any references in these minutes to “DFSC” refer to both DFSC and SFSC, and any references to “department” refer to both department and school.

I. Call to order

Chairperson Diane Dean called the meeting to order at 2:05 p.m. A quorum was present.

Dean announced that she has scheduled several items for review and approval by URC via email after this meeting. The items include four sets of URC meeting minutes, CFSC annual reports (one from each of the seven colleges), and the annual report from the Faculty Review Committee to URC. Items will be made available to URC members on Monday, May 7, 2018. URC members are asked to submit any requests they may have for changes to the documents via email no later than 5 p.m., Friday, May 11, 2018. A document for which no requested change is submitted will be considered approved by URC on that date. If any URC member requests a change to a document, all URC members will be polled regarding the change. A final vote will then be taken regarding the document via email.

Shively asked about the URC role with regard to the FRC report. Bruce Stoffel advised that URC should review the report for clarity and completeness; the action to be taken by URC is to accept the report as submitted or to request that FRC clarify the report or provide additional information. Stoffel explained that the URC role is the same with respect to the CFSC annual reports. Dean noted that URC has been receiving the FRC and CFSC reports for many years but has not discussed them at great length. She said in the coming year URC may want to review a compilation of longitudinal data submitted by the CFSCs and by FRC in their reports.

II. University Policy 3.3.9: Proceedings in Faculty Academic Freedom Suspension, Dismissal, and Non-reappointment cases (see attached)

Dean explained that University Policy 3.3.9 needs to be revised to account for the disciplinary articles adopted by the Caucus in spring 2018. She reported that Caucus Chairperson Susan Kalter has submitted the policy to URC with her comments and suggestions. Kalter has invited URC to submit to the Caucus any comments URC may have regarding the proposed re-draft of the policy. Dean then reviewed the comments and suggestions made by Kalter regarding the policy. Dean said her only question regarding Kalter’s suggestions relates to the

passage, “Language and philosophy developed by the American Association of University Professors (AAUP) regarding faculty tenure, suspension, and dismissal.” Dean recalled that when URC was drafting the disciplinary articles for consideration by the Caucus, URC members decided that AAUP guidelines should be considered by URC but should be incorporated into the articles only if deemed appropriate given the unique circumstances at the University. Dean added that the Caucus, when considering the disciplinary articles recommended by URC, more than once decided to revise passages to align more closely with AAUP guidelines. Catanzaro said he thinks the wording of the passage cited by Dean allows the University flexibility to adapt AAUP guidelines to university policies. He asked URC members if they concur. Discussion ensued. Shively pointed out the importance of considering the passage with the phrase preceding the source list in the policy: “These procedures follow general principles set forth in:” Doris Houston said she interprets the passage as supporting AAUP-cited best practices, to which all universities contribute and from which all universities benefit. Angela Bonnell noted that University Policy 3.3.9 had been intended to guide academic freedom cases; Bonnell said she appreciates the concerns raised by Dean given that references to academic freedom cases do not appear in the proposed revised policy. Sheryl Jenkins suggested removing the phrase “Language and” from the passage cited by Dean, stating that the policy without that phrase would be broader and provide the University more flexibility in developing procedures for suspension, dismissal, and non-reappointment cases. Houston agreed.

Jenkins moved a friendly amendment to the proposed revised University Policy 3.3.9 to delete the phrase “Language and” from the passage, “Language and philosophy developed by the American Association of University Professors (AAUP) regarding faculty tenure, suspension, and dismissal.” Houston seconded the motion. The motion carried on voice vote, all voting in the affirmative.

### III. Recommendations to URC from the Ad Hoc Committee for ASPT Equity Review (see attached)

Dean summarized her notes regarding equity review scope changes suggested by URC members at the April 26 committee meeting. Suggestions cited by Dean include changing references in the report from years of study to phases of study, because some studies in the five-year equity review cycle may take more than one year to complete and some may take less than a year; removing references to specific research methods and instead permitting URC to determine methods as it designs each of the five studies; not referencing names of departments in initial reports to the Academic Senate regarding study findings; and deleting the reference to “white-male model with possible sub-models” from the scope of the year one study (which, Dean noted, would be removed from the document anyway if references to methods are removed).

Joe Goodman distributed a set of charts (see attached) he created using data extracted from a *Chronicle of Higher Education* online database. The charts compare average tenure-line faculty salaries at Illinois State University with average tenure-line faculty salaries nationally and state-wide. In the national comparison, average salaries are disaggregated by rank and gender. In the state comparison, average salaries are disaggregated by rank. Goodman explained that the data points are average salaries across all disciplines, noting that the analysis would become more complicated if salary data were disaggregated by discipline. Kevin Edwards asked if Illinois State University salary data used to compile the charts include salaries of Mennonite College of Nursing faculty, noting that including data from that college could skew the university averages. Goodman responded that Illinois State University salary data in the *Chronicle of Higher Education* database were provided by the University. In that case, Dean said, Mennonite College of Nursing faculty salaries would be included in the data charted by Goodman.

Goodman recommended not committing in the equity study scope statement to conducting multiple regression analyses because other methodologies such as cluster analysis may be more appropriate. The data charts, Goodman explained, suggest the advisability of URC more carefully considering methods before specifying the methods it will use. Dean reported that every comparable equity review study considered by the ad hoc equity review committee used regression analyses. She said the information Goodman has provided suggests that regression analysis might not be the most appropriate approach in every instance.

Dean noted that the charge to the ad hoc equity review committee included consideration of equity in faculty assignments, performance evaluations, and workload. She reported that the equity review committee has determined that such information cannot easily be collected. She said URC can instead ask CFSCs to consider

those issues. Goodman asked if the intent is for CFSCs to conduct the analyses. Catanzaro explained that URC is to commission the appropriate university offices to compile data and run the analyses and then ask CFSCs to review the results for their college to provide context. Information colleges will need to provide that context, such as faculty productivity, is not available outside the colleges, Catanzaro explained. Dean added that URC is to review results before sending them to the colleges, in the process flagging data URC believes should be examined to determine whether inequities exist.

Dean noted that at the April 26 URC meeting committee members acknowledged that the concept of an equity re-distribution plan will need URC attention next fall, since such plans are not addressed in the ad hoc equity review committee final report. Among issues to be considered, she said, are how inequities can be addressed, resources available to address them, and timelines for eliminating inequities. Next fall, Dean said, URC will work with Alan Lacy (Associate Vice President for Academic Fiscal Management) and Catanzaro to establish general principles for addressing inequities, to guide compilation of re-distribution plans if and when such plans are deemed necessary.

Dean explained that the task before URC at this time is to draft a report to the Caucus communicating URC recommendations regarding the ad hoc equity review committee final report. She asked URC members if they are comfortable sending recommendations to the Caucus this spring. Edwards asked how the cycles (phases) are to be defined in the URC recommendations. Houston said a report will need to be submitted to the Caucus each year of the five-year equity review cycle. Edwards asked if the studies set forth in the five-year cycle could then overlap (since it may take more than a year to complete a study). Smelser said her understanding is that the studies are not to overlap, that URC is to complete one study before starting the next. Shively said URC had talked at its last meeting about considering the first five-study cycle as a pilot, completing each of the five studies back-to-back to determine how long each would take. Dean agreed, stating that equity review will need the full attention of URC in the coming years until it can be determined how long it will take to complete the five studies.

Houston moved to approve the pilot equity review study with the amendments previously discussed by URC. Shively seconded the motion. Goodman said he will oppose the motion, not because he objects to the URC recommendations but because he prefers to review the recommendations before he votes on them. He explained that he is taking this position because the issue is so important to the University. Smelser asked if there are any other ways to approve the recommendations to the Caucus this spring without doing so at this meeting. Dean said the only options she can suggest are approving the report via email or meeting again in person before the end of the academic year. URC members agreed to meet again at 2 p.m. on Thursday, May 10, 2018, to consider recommendations drafted by Dean. Houston then withdrew her motion to approve the report. Catanzaro thanked committee members for their many contributions to the work of the committee, especially at this busy time of year.

#### IV. Review of 2017-2018 URC work, a look ahead to 2018-2019, and thanks to committee members

Dean announced that Jenkins, Houston, and Michael Byrns will not be rejoining URC next academic year. She explained that Jenkins is completing her second consecutive term on the committee (and, therefore, is not eligible to serve on the committee in 2018-2019). Houston announced she will need to resign from the committee before completing her second consecutive term, because she will be serving as interim director of the School of Social Work next year. Houston said she has appreciated her time on the committee, noting that most members of the university community do not know the importance of URC work. Dean thanked Jenkins and Houston for their many contributions to the ASPT system through their dedicated service on URC. A hearty round of applause followed.

Dean then summarized work completed by URC this academic year: supporting the work of the ad hoc equity review committee and completing a recommendation to the Caucus regarding the final report of that committee, supporting Caucus deliberations regarding the disciplinary articles, reviewing college ASPT standards for alignment with ASPT Policies, recommending a revision to ASPT Policies regarding teaching evaluations, making recommendations to the Academic Senate regarding university policies 3.2.4 and 3.3.9, and fielding a policy inquiry from a faculty member. Dean also noted that retroactive salary increases related to promotions in faculty rank were approved by the President this past year. She reminded URC members that the increase had

been recommended by URC in a prior year. That is a good example, she said, of not necessarily seeing the fruits of the committee work until sometime in the future.

Dean said that URC has a busy agenda for fall 2018: the first study of the equity review cycle, supporting Catanzaro in providing training to ASPT committee members, review of any changes to the disciplinary articles proposed by either Mennonite College of Nursing or Milner Library before those changes are considered by the Caucus, another round of college ASPT standards reviews, and a study of service assignments (which URC was unable to conduct this academic year due to other priorities). Bonnell reported that Milner Library faculty will work on a disciplinary articles proposal this coming summer, with a goal of presenting a proposal to URC in early fall. Jenkins reported that Mennonite College of Nursing faculty continues to discuss whether to start drafting its disciplinary articles proposal this summer or fall. Dean said URC normally does not convene for the first time in an academic year until mid to late September and does not usually start its work until October. But because URC will need to complete more work than usual in fall 2018 and do so earlier in the semester than usual, the committee will need to convene in early September, she said. Dean said she has asked Stoffel to send a scheduling poll to committee members in mid August so the committee can meet as early in September as possible.

V. Other business

There was none.

VI. Adjournment

Smelser moved that the meeting adjourn. Goodman seconded the motion. The motion carried on voice vote, all voting in the affirmative. The meeting adjourned at 3:04 p.m.

Respectfully submitted,  
Sheryl Jenkins, Secretary

Bruce Stoffel, Recorder

Attachments:

*3.3.9: Proceedings in Faculty Academic Freedom Suspension, Dismissal, and Non-reappointment Cases, 03.26.18.01, From Senate Chairperson Kalter (April 27, 2015), Dist. to Executive Faculty Caucus 4/02/18*

Ad Hoc Committee for ASPT Equity Review committee charge (n.d.); Memorandum to University Review Committee from Ad Hoc Committee for ASPT Equity Review re recommendations for review and approval (n.d.)

Faculty salary charts compiled by Dr. Joe Goodman, University Review Committee member, from data extracted from *The Chronicle of Higher Education*, and distributed by Dr. Goodman at the May 3, 2018 University Review Committee meeting.

03.26.18.01

From Senate Chairperson Kalter (April 27, 2015)  
Dist. to Executive Faculty Caucus 4/02/18

*chair simply created unified draft based on 2014-15 Faculty Affairs Committee work*

### 3.3.9 Proceedings in Faculty Academic Freedom Suspension, Dismissal, and Non-reappointment Cases

Individual rights and institutional integrity require that a procedure be established for handling faculty suspension, dismissal and non-reappointment cases when they arise at Illinois State University. General guidelines for this procedure of academic due process are These procedures follow general principles set forth in:

1. "Governing Policy for the Regency Universities of the State of Illinois," Board of Regents, Springfield, Illinois, May 4, 1969. Article IV, Sections 3 and 5 deal with academic freedom and tenure.
2. "Bylaws of the Board of Regents," Board of Regents, Springfield, Illinois, May 4, 1969. Section 2 B 3 specifies the powers and duties of the Board with regard to employment and removal of academic personnel. Other sections are either directly or indirectly related to this power.
3. The Illinois State University Constitution. "Illinois State University Constitution," Article III Sections 2, 3, 4, and 5 deal with the topics of concern to this policy statement.
4. "Bylaws of Illinois State University." The Governing Documents of the Board of Trustees.
5. "Statement of Principles on Academic Freedom and Tenure," AAUP Bulletin, Summer, 1963. (Ratified by major professional organizations.) Language and philosophy developed by the American Association of University Professors (AAUP) regarding faculty tenure, suspension, and dismissal.
6. "Statement on Procedural Standards in Faculty Dismissal Proceedings," AAUP Bulletin, Spring, 1964.
7. "Procedural Standards in the Renewal or Nonrenewal of Faculty Appointments," AAUP Bulletin, Spring, 1970.

The general policy of Illinois State University shall be to assure thorough and careful deliberation by elected members of the faculty prior to dismissal of a faculty member and/or cases of nonreappointment involving issues of academic freedom.

See also current specific procedures on file in Academic Senate Office.

Specific processes are detailed in the Illinois State University Appointment, Salary, Promotion, and Tenure ("ASPT") document.

Initiating body: Academic Senate

**Commented [SK1]:** Note from Senate chairperson Kalter: do we have a good reason for removing the idea of "academic due process" from this sentence?

**Commented [SK2]:** Renumber starting at #1 here.

**Commented [SK3]:** Note from Senate chairperson Kalter: was there a good reason for removing language that assures thorough and careful deliberation and that seats that deliberation in elected members of the faculty? For removing mentions of academic freedom from the document in their entirety?

**Commented [SK4]:** Note from Senate chairperson Kalter: did FAC ask the Senate clerk to perform a search of the Senate Office files for these procedures?

## AD HOC COMMITTEE FOR ASPT EQUITY REVIEW

**Membership:** Three (3) Faculty (as defined in ASPT policy), elected by the Faculty Caucus  
Member, Faculty Caucus, elected by the Faculty Caucus  
Member, University Review Committee, elected by the URC  
Chairperson, Faculty Caucus, or designee  
Chairperson, University Review Committee, or designee  
Ex Officio, non-voting: Director of the Office of Equal Opportunity, Ethics, and Access  
Ex Officio, non-voting: Assistant Vice President for Academic Administration  
Ex Officio, non-voting: representative from the Office of Planning, Research, and Policy Analysis

**Functions:** The committee will:

1. Elect a faculty chairperson and a secretary.
2. Create a scope, framework, schedule, repeatable cycle, and office(s) and/or departments of lead responsibility whereby internal equity information would be reported to the URC.
  - a. In determining scope, the committee will define the types of equity that can reasonably be studied
  - b. In determining scope, the committee will define the areas of ASPT jurisdiction regarding which equity can reasonably be studied, whether or not short-term adjustment may be possible
3. Forward recommendations for review and approval by the URC (who will then forward the original or revised recommendations to the Faculty Caucus for review and approval).
4. Other tasks as assigned by the University Review Committee.

**Reporting:** To the University Review Committee and the Faculty Caucus.

### **Executive Committee recommendations regarding ASPT equity reviews:**

The Executive Committee makes the following recommendations to the Faculty Caucus regarding the equity review called for in ASPT policy, Article II.D.

1. We recommend the formation of a Senate “task force” (ad hoc mixed committee) to create a scope, framework, schedule, and office(s) and/or departments of lead responsibility whereby internal equity information would be reported to the URC.
2. Ideally, this *temporary* Senate external committee would create a schedule that divides the work of studying equity into manageable annual reports, each focusing on a distinct matter or matters over a five-year repeatable cycle.
3. In determining scope, the committee would need to define two main areas:
  - a. The types of equity that can reasonably be studied: e.g. gender equity, equity with respect to race/ethnicity; equity with regard to disability status; equity with regard to country of origin,

equity with regard to sexual orientation, equity with regard to marital status, climate with regard to religion, climate with regard to military/non-military affiliation, age-ism, compression/inversion, etc.

- b. The areas of ASPT jurisdiction regarding which equity can reasonably be studied and adjusted: e.g. salary; appointment, non-reappointment, achievement of tenure, tenure denial, achievement of first promotion, retention & attrition/resignation at the junior level; achievement of second promotion, mid-level post-tenure review, retention & attrition/resignation at the mid-level; distribution of assignments within departments, workload issues; performance evaluation criteria & processes; retention and attrition/pre-retirement resignation at the senior level.
  - c. The committee might also need to look at:
    - i. What conversations are happening nationally
    - ii. What else is happening locally at ISU that may need consideration
4. Selection of membership on the ad hoc committee:
- a. Three faculty members from an at-large pool of all faculty covered by ASPT policy: The Senate office will send out to FAC-L a call for faculty volunteers with skills related to equity review studies who can best help build the scope, framework, annual schedule and five-year cycle, and identify the administrative experts and department-sourced data needed to complete the annual reports. This call for faculty volunteers will require the submission of a one-page CV and a statement of qualifications. (We would ask volunteers to describe their skill set/qualifications as they see fit to define it rather than giving any list of skills needed. The Caucus would receive those and vote for members it deems best fitted to the tasks.)
  - b. Ex-officio members of the committee will be: the Senate chairperson (voting), the URC chairperson (voting), the OEOEA director (non-voting), the Assistant/Associate Vice President for Academic Administration (non-voting), a PRPA representative (non-voting).
  - c. One additional faculty Senator and one additional URC member will serve as voting members.
5. We recommend that receipt of reports and general oversight of conducting of the equity reviews as well as development of appropriate equity re-distribution plans in response to reports/findings remain the responsibility of URC, with periodic reports to the Faculty Caucus and approval of proposed equity re-distribution plans by Caucus and the President, as in current policy.
6. We recommend that the ad hoc mixed committee either be disbanded once the scope, framework, schedule, and offices have been determined or filled only once every five years to review the previously established scope, etc. for possible adjustments as needed.
7. The initial recommendations of the committee will be reviewed and approved by the URC and forwarded to the Faculty Caucus for review and approval; subsequent revisions shall follow the same process.

To: University Review Committee

From: Ad Hoc Committee for ASPT Equity Review

Re: Recommendations for review and approval

Dear members of the University Review Committee,

In Spring 2016, the Faculty Caucus of the Academic Senate approved the formation of an ad hoc committee for ASPT Equity Review. The charge of this committee was to “create a scope, framework, schedule, repeatable cycle, and office(s) and/or departments of lead responsibility whereby internal equity information would be reported to the URC” according to ASPT policy II.D. Seating of the committee was delayed for one year while a search for a new Director of the Office of Equal Opportunity and Access was conducted and the new director brought onboard at ISU. The committee met in Fall 2017 and Spring 2018. Below we briefly summarize our specific recommendations to the URC regarding ASPT policy II.D. and related aspects of equity among faculty; recommendations as to our charge regarding ASPT policy II.D. are expanded upon in the “Proposed Scope of Each Year’s Equity Study” that follows this cover memo.

### **Brief policy history note**

Since the formation of the ad hoc committee, research into the archives of the University’s shared governance system has confirmed that Article II.D originated in part and possibly in large part due to concerns regarding equity as it relates to affirmative action. These concerns regarding equal opportunity and access were also the main focus of the 2017-18 ad hoc committee’s work.

### **Brief summary of recommendations**

The committee is recommending the following schedule for conducting reviews of equity in relation to equal opportunity and access within the ASPT system over repeatable five-year periods:

- 1) Years 1, 6, 11, etc.: Comprehensive collection of salary data for further analysis by URC and/or CFSCs in comparison to college information regarding performance
- 2) Years 2, 7, 12, etc.: Quantitative analysis of conditions prior to tenure and first promotion
- 3) Years 3, 8, 13, etc.: Quantitative analysis of conditions following tenure and first promotion
- 4) Years 4, 9, 14, etc.: Two separate studies, the first regarding unsatisfactory ratings in performance evaluations and the second regarding dynamics of counteroffers/resignations
- 5) Years 5, 10, 15, etc.: Analysis of activity in the newly adopted ASPT disciplinary system

Details of this repeatable cycle and schedule may be found on the subsequent pages.

We recommend that by the end of each five-year cycle, the URC scrutinize and reassess the specific elements within the cycle with an eye toward adjusting processes, eliminating portions of the study that appear not fruitful, and/or calling for another ad hoc committee to adjust the schedule and its contents.



ASPT policy gives the URC the authority to conduct equity reviews, which by their nature involve the handling of sensitive information. The ad hoc committee discussed and reaffirmed the sense that the URC is authorized to receive this information because they are specifically charged to carry out II.D and they are held to a standard of confidentiality by ASPT policy, being expected to deliberate about the information in closed session when warranted. In addition, we agreed that for all recommendations within the “Proposed scope of each year’s equity study” that entail the use of various sensitive categories, controls, and intersections, Planning, Research, and Policy Analysis will need to consult with the Office of Equal Opportunity and Access, with Legal Counsel, and with the URC regarding how to protect individual identities in association with confidentially disclosed information from being revealed to URC, CFSC, or DFSC members or the faculty at large who are not authorized by ASPT policy or by law to have access to them.

### **Consideration of equity outside the policy history and framework**

Given that the Spring 2016 Faculty Caucus also expressed concerns regarding equity not specifically related to equal opportunity and access as defined in Policy 1.1 Equal Opportunity / Non-Discrimination, the committee would like to make specific remark regarding its discussions of internal compression and inversion (often thought of as the *totality* of internal equity rather than just a portion) as well as competitiveness of salaries and promotional increments in the national and international academic arena (sometimes thought of as external equity).

The committee chose not to include these two priority items within the scope of the equity studies to be performed under ASPT Article II.D. Again, these items relate to 1) competitiveness and retention success in faculty salaries and 2) internal compression and inversion not related to OEOA considerations. The committee strongly feels that these two items require the *ongoing* attention of the URC and the administration, either yearly or every other year. As an institution, we lack competitiveness in faculty salaries at the associate and full professor levels, and likely at the advanced assistant level. We are therefore at a disadvantage when attempting to employ a full range of retention strategies. Given the cost of faculty searches as documented in the URC’s recent white paper on performance increments that resulted in an adjustment in January 2018, we encourage that a high priority of the administration should be to keep starting assistant professor salaries at or above the median for comparator institutions and to adjust associate and full professor salaries gradually so that they rise to a level at or above the median for comparator institutions. This would include attention to overall annual salary increases by the administration. It would also require that the URC give attention to ASPT Article XII.A.5 (January 1, 2017 version) more frequently than during the five-year comprehensive revisions of ASPT policy.

More detailed comparison to each discipline’s medians at comparator institutions should occur at least once every five years; these should either be provided to department by the administration, or vice versa where publicly and easily available to department chairs.

We would also emphasize that internal compression and national comparator adjustments should not be distributed only to those faculty already receiving salary increments based upon placement in the *highest* merit categories, but be distributed across *all* merit categories in appropriate proportions, particularly given the impact of a recent series of years of low to no raise increments.

To emphasize, we strongly encourage the URC and the administration to continue to monitor the competitiveness of our promotional increments and to adjust these increments routinely rather than once every five years (or even less frequently). When doing so, we recommend that attention be paid to avoiding

unintended compression and inversion impacts, particularly upon full professors both recently promoted and holding many years in rank. This will be especially important for departments with a significant proportion of full professors where built-in ASPT salary increments for equity are less likely to cover the need for case-by-case adjustment.

### **Consideration of faculty equity outside of the ASPT system**

The ad hoc committee also discussed whether non-tenure-line faculty salaries or other factors should be included in any equity study. The University of North Carolina at Chapel Hill included such faculty in their salary study. Given that we believe there to be differences in the gender and racial/ethnic makeup of our non-tenure-line faculty compared to our tenure-line faculty (for example, fewer international faculty, fewer faculty of color, and/or more women), the committee felt that these salaries and demographics may deserve study. However, we determined such study beyond the scope of the ad hoc committee and the URC given that this faculty does not fall under the jurisdiction of ASPT policy. We look forward to the Faculty Caucus considering the issue, including how salaries and other factors for non-tenure-line faculty and other instructors may impact ASPT faculty.

### **Proactive approaches to equity in equal opportunity and access**

Finally, we bring it to the attention of the URC that the URC can help D/SFSCs mitigate against unconscious bias in the performance review processes and other ASPT processes without waiting for the results of these equity studies under ASPT II.D. The existing literature on human resources recruitment and retention, faculty recruitment and retention, and recruitment and retention of faculty in specific disciplines, as well as the findings and recommendations from other institutions surveyed by the ad hoc committee (University of California, Berkeley; UNC-Chapel Hill; University of Illinois at Urbana-Champaign; University of Michigan) could be of assistance.

The committee discussed at some length as well the distribution of supportive goods within departments, within colleges, and among colleges. While we ultimately determined that such goods (graduate assistant support; release time; course load; service load; recruitment into internal departmental administrative roles; “quiet” support such as requests for seed support from Foundation funds; distribution of assignments and/or workloads within departments such as number of graduate students and/or teacher candidates supervised, etc.) did not fall directly within ASPT jurisdiction, they could have a significant impact upon salary distribution and promotional success. We encourage the URC to discuss whether it might be able to issue guidance, recommend changes to the collection templates for annual faculty productivity reports, and/or encourage the promulgation of policy by departments regarding fair and equitable distribution of such goods. Uniform data collection regarding such distributions would be difficult, but local and college level analyses could be fruitful in identifying structural inequities. We call the committee’s attention specifically to the University of California, Berkeley’s report, pages 57-61.

The URC can help to set a tone of attention to equity through possible policy changes as well as through recommendations and/or mandates regarding evaluative procedures for D/SFSCs and CFSCs.

Proposed scope of each year's equity study  
Based on ASPT equity ad hoc committee's discussions

Year one:

Salary, with each faculty member's monthly salary adjusted into an annual standard for ease of analysis and layperson comprehension, broken out by the following categories related to equal opportunity and access:

1. Gender
2. Race/ethnicity
3. Disability status, if possible
4. U.S. citizenship status versus citizenship status from each continent of origin if not U.S.
5. Military/non-military, if possible
6. Age
7. Intersections of the above as determined by the URC and PRPA, once the raw data is received

Controls:

1. highest earned degree
2. years since appointment on tenure-line at ISU
3. rank
4. years in rank (both with and without this control; as well as intersection of rank by years-in-rank)
5. departmental affiliation by department of rank
6. past administrative appointment or not (chairs/deans/Provost office & deans offices AP roles)

Type:

- a. snapshot in time rather than longitudinal
- b. two key sub-models:
  - i. controlled for experience, field and rank
  - ii. same without controlling for rank
- c. total population model (for example, large, high-paid colleges that throw our data off can be excluded in a not-total-population model)
- d. white-male model with possible sub-models (for example, compared to all-women and compared to all-faculty-of-color) as determined by URC and PRPA

Following receipt of the raw and intersectional data by URC, URC will need to work with CFSCs to combine the results of the multiple regression analyses with assessment of individual faculty performance. This is not a URC-level endeavor, but a CFSC-level endeavor, with CFSCs reporting back to the URC regarding findings and corrective steps if identified.

A few studies from other universities that the ad hoc committee examined show the percent distribution of male/female, race/ethnic identity across departments. The Academic Planning Committee and PRPA already currently track this type of data in a different way through Academic Program Profiles and the APC encourages diversification plans; however, seeing concentrations comparatively on one graph may be informative to considerations of how work environment may be affecting outcomes.

## Year two

Quantitative analysis of conditions or dynamics from appointment through tenure; longitudinal; no controls for departmental affiliation in year two, judgment of URC and the administration in years seven and beyond

The Provost's office and PRPA, and OEOA if necessary, will work together to provide the URC with data related to successful tenure cases and promotions to associate professor, time-to-tenure-and-promotion, non-reappointments, tenure denials, and resignations/retirements prior to tenure-and-promotion.

UID scope: All persons appointed without tenure between the earliest year reasonably available and the current or previous year during which the data is being collected, whether still at ISU or not. A minimum of one decade of appointments should be represented during the year two study, fifteen years during year seven, and twenty years in subsequent cycle years

Once the raw data regarding how many persons were appointed without tenure over the study period has been collected, it will be broken out by overall percent within the subcategories of each of these categories: gender, race/ethnicity, disability status, country of origin, military/non-military, and age. For gender, disability status, military/non-military, and age, these categories and subcategories will be defined here at minimum as "at the time of hire" and "at the time of the study or last year tracked if non-reappointed/tenure denied/resigned/retired."

The URC will also be provided with the overall percentage of the total appointed who have been tenured/promoted. Within the subset of those tenured/promoted, percentages will be provided according to gender, race/ethnicity, disability status, country of origin, military/non-military, and age. Time to tenure-and-promotion will also be provided, both overall and broken out according to gender, etc.

The URC will be provided with the overall percentage of the total appointed who have been non-reappointed. Within non-reappointments, percentages will be provided according to gender, race/ethnicity, disability, status, country of origin, military/non-military, and age. Time to non-reappointment will also be provided, both overall and broken out according to gender, etc.

The URC will be provided with the overall percentage of the total appointed who were denied tenure upon applying for it. Within non-reappointments due to tenure denial, percentages will be provided according to gender, race/ethnicity, disability, status, country of origin, military/non-military, and age. Time to tenure denial will also be provided, both overall and broken out according to gender, etc.

The URC will be provided finally with the overall percent of the total appointed who resigned/retired prior to tenure/first promotion. Within those resignations/retirements, percentages will be provided according to gender, race/ethnicity, disability, status, country of origin, military/non-military, and age. Time to resignation/retirement will also be provided, both overall and broken out according to gender, etc.

### Year three

Quantitative analysis of conditions or dynamics from tenure through resignation/retirement; longitudinal

The Provost's office and PRPA, and OEOA if necessary, will work together to provide the URC with data related to successful promotions to full professor, time-to-promotion to full professor, resignations/retirements prior to promotion to full professor, and time-to-resignation/retirement prior to promotion to full professor.

UID scope: All persons tenured or hired with tenure between the earliest year reasonably available and the current or previous year during which the data is being collected, whether still at ISU or not. A minimum of one decade of hiring should be represented during the year three study, fifteen years during year eight, and twenty years in subsequent cycle years.

Once the raw data regarding how many persons were tenured or hired with tenure over the study period has been collected, it will be broken out by overall percent within the subcategories of each of these categories: gender, race/ethnicity, disability status, country of origin, military/non-military, and age. For gender, disability status, military/non-military, and age, these categories and subcategories will be defined here at minimum as "at the time of tenuring/appointment with tenure" and "at the time of the study or last year tracked if resigned/retired."

The URC will also be provided with the overall percent of the total who have been promoted to full professor and/or appointed at full professor at or after the year of eligibility. Within the subset of those promoted to full professor, percentages will be provided according to gender, race/ethnicity, disability, status, country of origin, military/non-military, and age. The time to promotion to full, both overall and broken out according to gender, race/ethnicity, etc will also be provided. For those eligible to be promoted who have not yet been promoted but remain employed at ISU, the overall and broken down percentages will be provided along with the number of years since tenure/appointment with tenure.

In addition, the overall percent of the total who resigned/retired prior to second promotion and the time between tenure/appointment with tenure and resignation will be provided. Within this subset of resignations/retirements prior to promotion to full professor, the percentages according to gender, race/ethnicity, disability, status, country of origin, military/non-military, and age will be provided.

#### Year four

Two simple studies will be performed:

- 1) The Provost's office will provide data on the percentage of faculty members receiving unsatisfactory ratings from DFSCs as compared to the total ASPT faculty, and will further break this data out by gender, race/ethnicity, etc. (according to our year one scope). It will compare this broken-out data to the total ISU tenure-line population to see if there are patterns of disproportionality such as would be analogous to studies in K-12 education that have found that the race/ethnicity and gender of students suspended is disproportionately African American males. If year nine data yields no remarkable results, this study might not need to be repeated in year fourteen, year nineteen, etc. The intention of this study will be to examine the success/failure of our system of rewards, including merit-based salary increments, formative feedback, and other factors intended to encourage successful faculty productivity outcomes.
- 2) Starting in FY19, the Provost's office will ask chairs/directors to provide data regarding all persons who leave a faculty role for positions outside of the University, with or without a request for a counteroffer, and regarding the percentage of any counteroffer in relation to current salary for all faculty who received a counteroffer, coded by whether they stayed at ISU or were not retained. This data will be collected and in year four will be provided to the URC. It will be broken down by department and by gender, race/ethnicity, etc. (according to our year one scope). These two break downs need not be intersected if to do so would reveal confidential personnel information. Records of institutions to whom we have lost faculty may also be of interest in formulating optimum retention strategies for ISU. The intention of this study will be to examine the success/failure of our efforts to retain faculty and the ability of ISU to offer competitive salaries.

## Year five

### Study of sanctions/suspension/dismissal outcomes

The Provost's office will provide the overall percentage of faculty members sanctioned/suspended/dismissed (in the aggregate, with dismissals not separated from suspensions, suspensions not separated from sanctions) as compared to the total ASPT faculty.

It will also provide data regarding how the persons discipline break down by gender, race/ethnicity, etc., according to our year one scope.

Intersections here (e.g. white male, black female, disabled older-than-peers faculty member) will be provided.

These statistics will be reported confidentially to the URC in the aggregate, not broken down by college or department, in order to protect the identities of disciplined faculty. According to proposed Article XII.A.7, confidential reports of disciplinary actions will also be submitted annually by the Provost to the URC.

However, such annual reports may or may not include data related to equal opportunity and access considerations, so may not related directly to these year-five studies.

Data Extracted from The Chronicle of Higher Learning

3 May 2018

Figure 1. Professors

Faculty salaries by rank

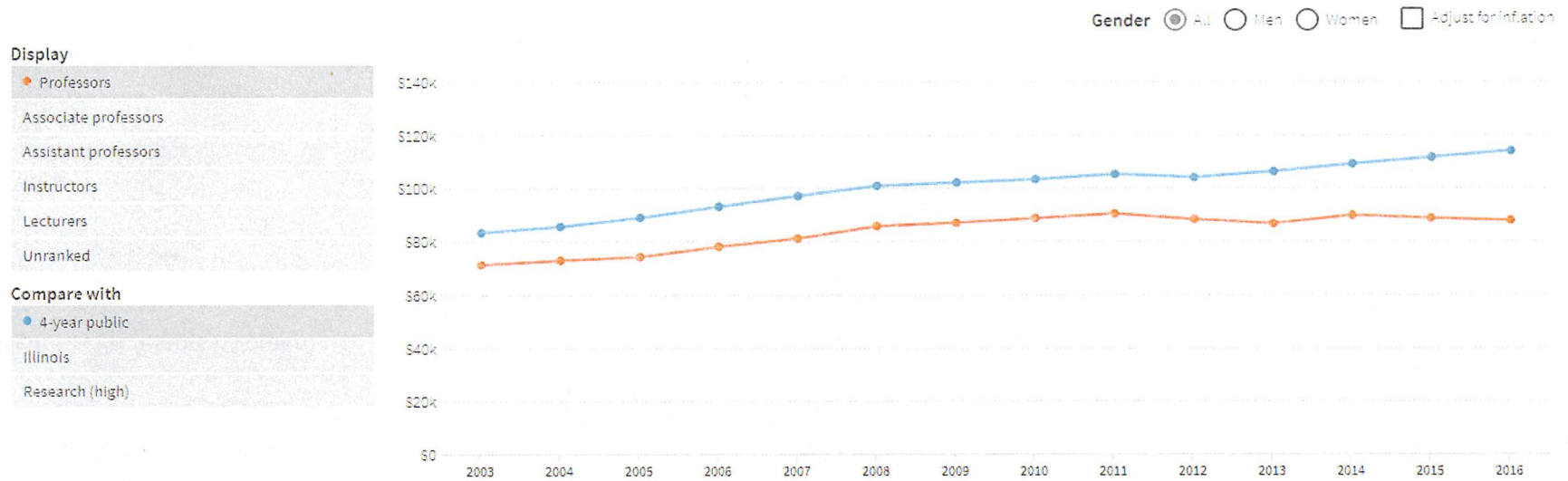




Figure 2. Professors (Men)

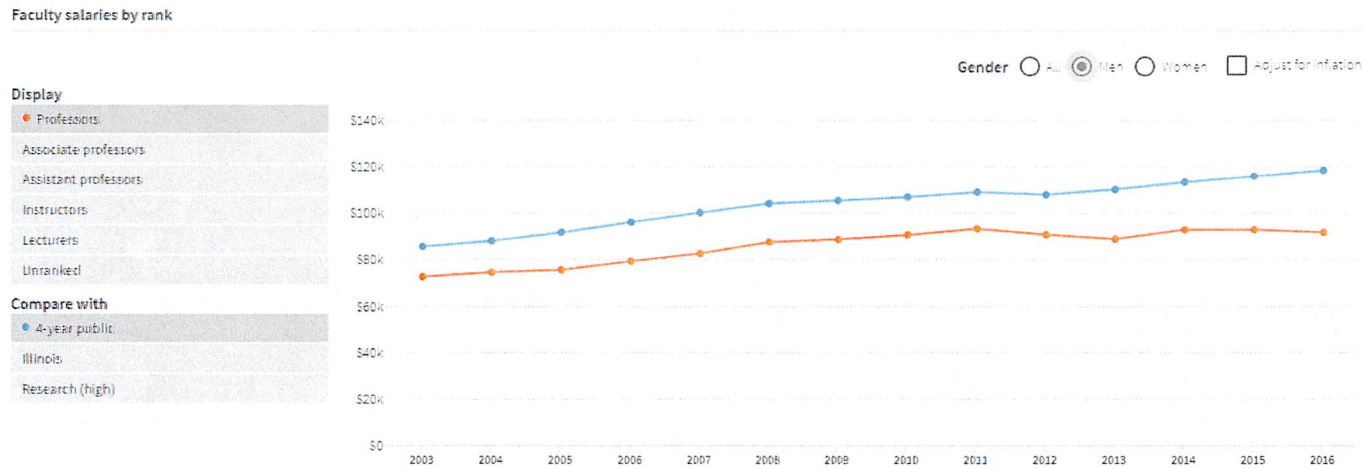


Figure 3. Professors (Women)

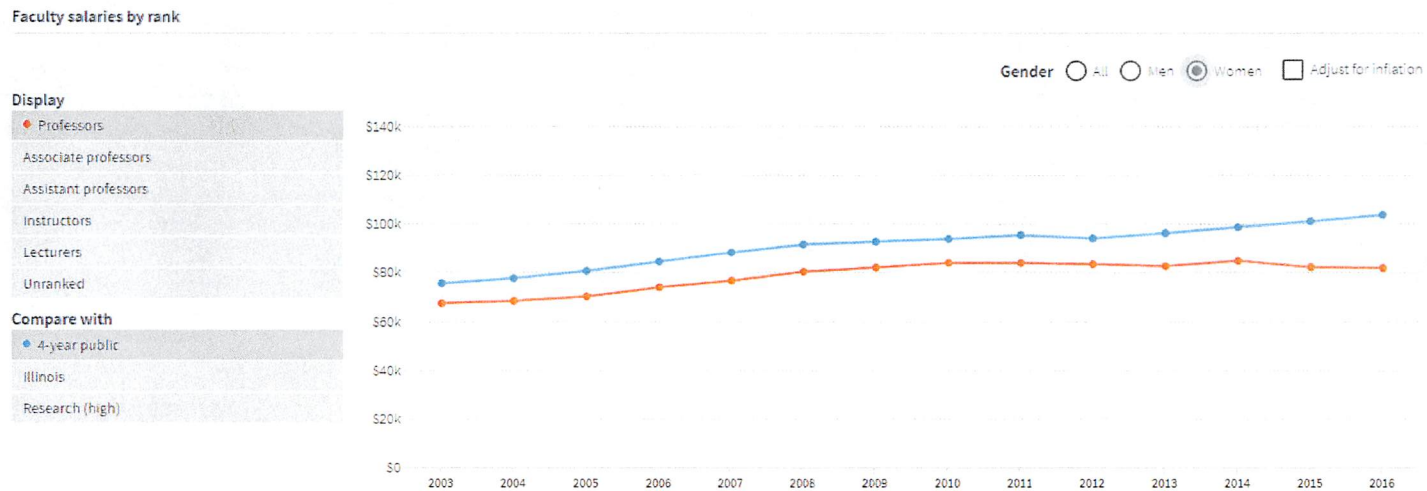


Figure 4. Associate Professors

Faculty salaries by rank

Display

- Professors
  - Associate professors
  - Assistant professors
  - Instructors
  - Lecturers
  - Unranked
- Compare with
- 4-year public
  - Illinois
  - Research (high)

Gender  All  Men  Women  Adjust for inflation

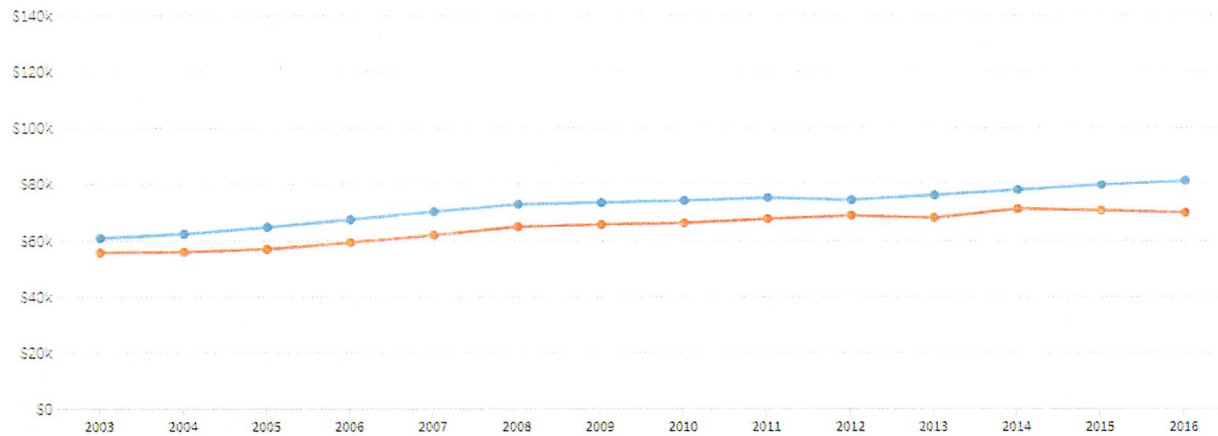


Figure 5. Associate Professors (Men)

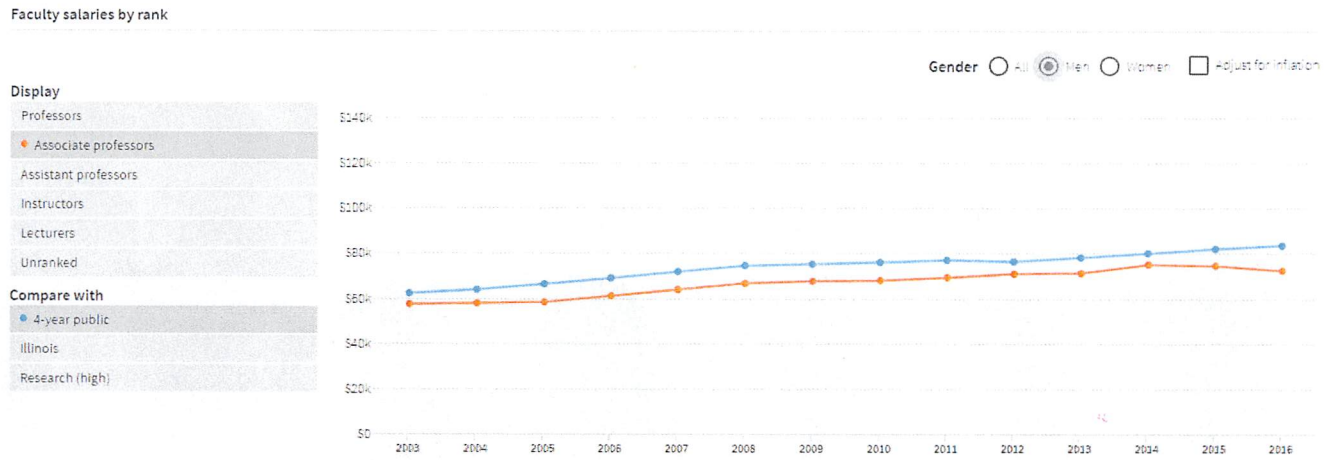


Figure 6. Associate Professors (Women)

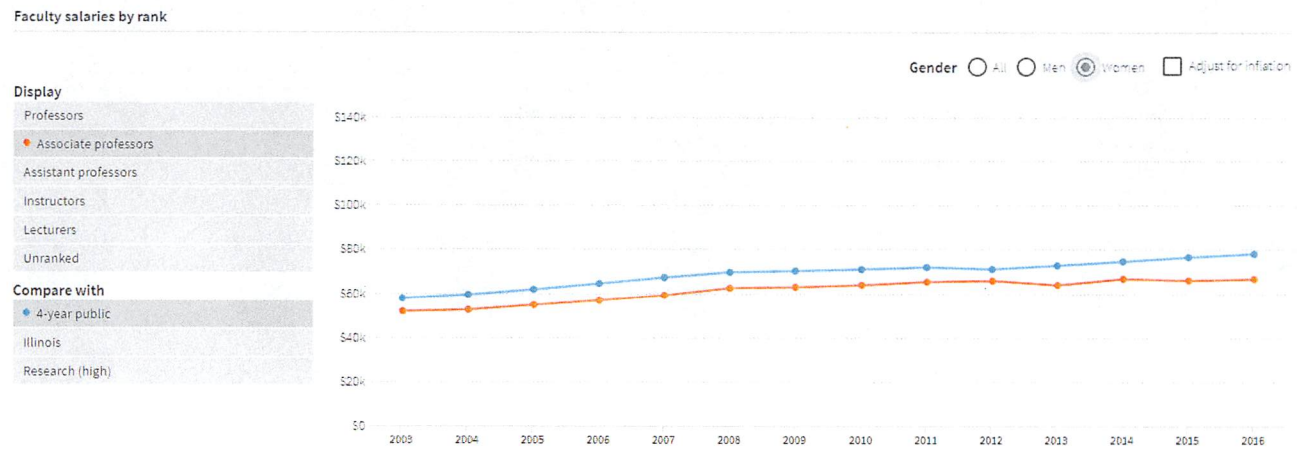


Figure 7. Assistant Professors

Faculty salaries by rank

Display

- Professors
- Associate professors
- Assistant professors
- Instructors
- Lecturers
- Unranked

Compare with

- 4-year public
- Illinois
- Research (high)

Gender  All  Men  Women  Adjust for inflation

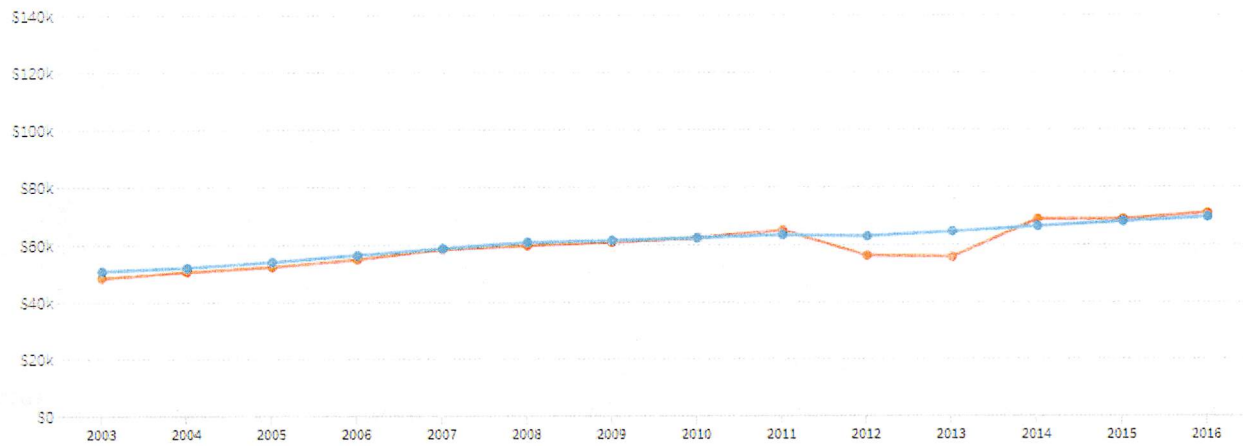


Figure 8. Assistant Professors (Men)

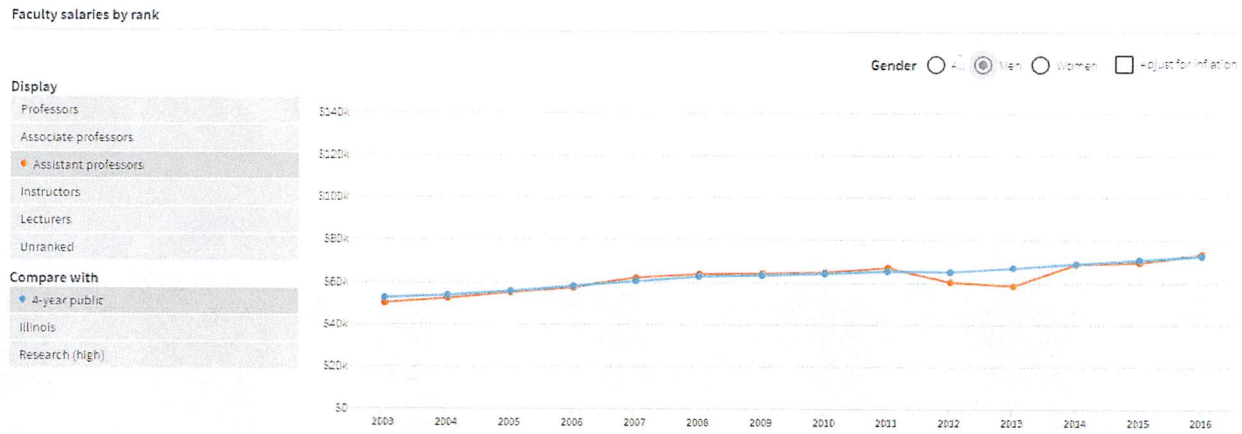


Figure 9. Assistant Professors (Women)

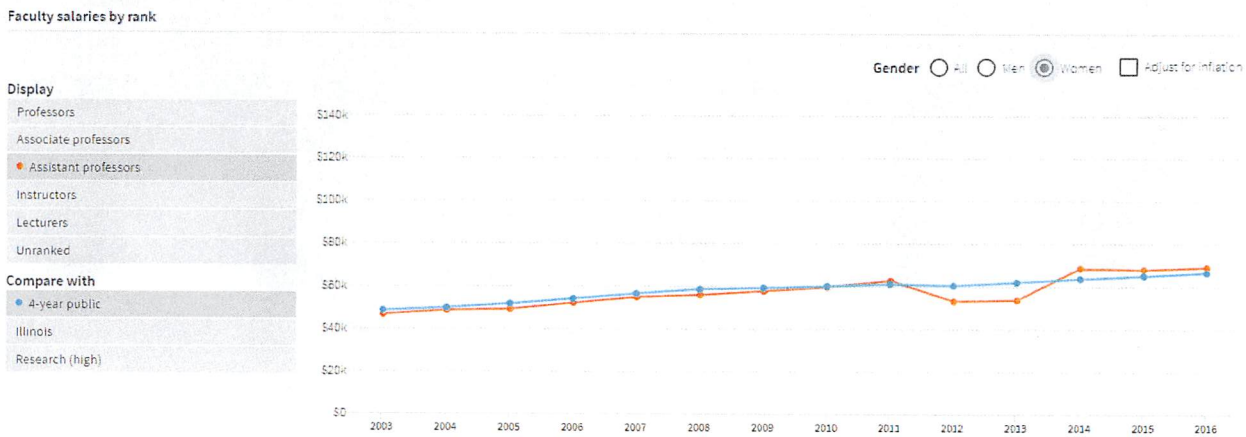


Figure 10. Professors (Illinois Comparison)

Faculty salaries by rank

Display

- Professors
- Associate professors
- Assistant professors
- Instructors
- Lecturers
- Unranked

Compare with

- 4-year public
- Illinois
- Research (high)

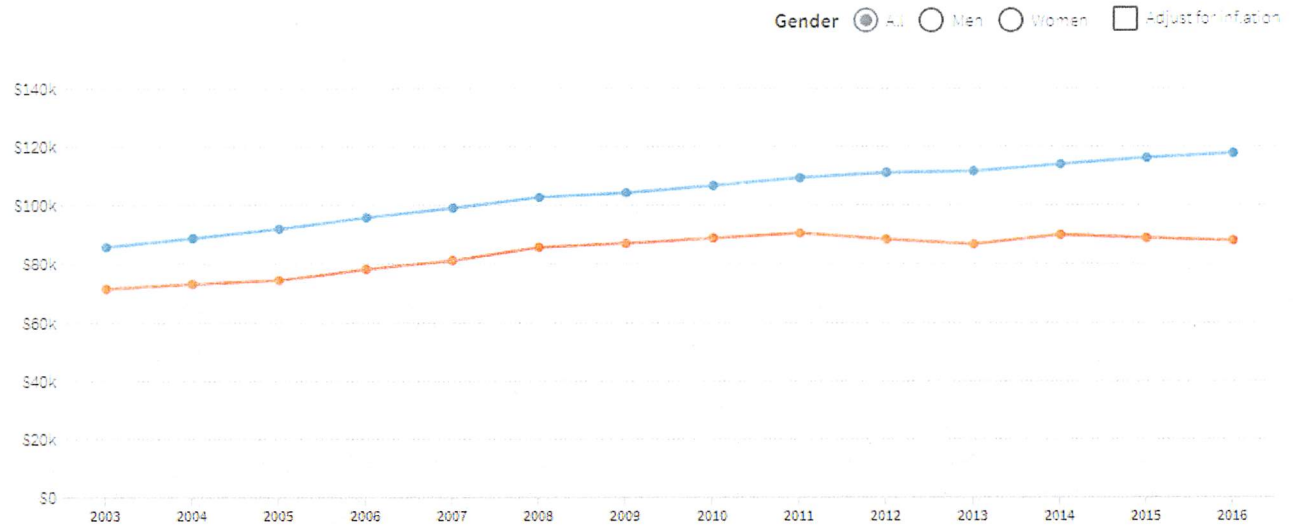


Figure 11. Associate Professors (Illinois Comparison)

Faculty salaries by rank

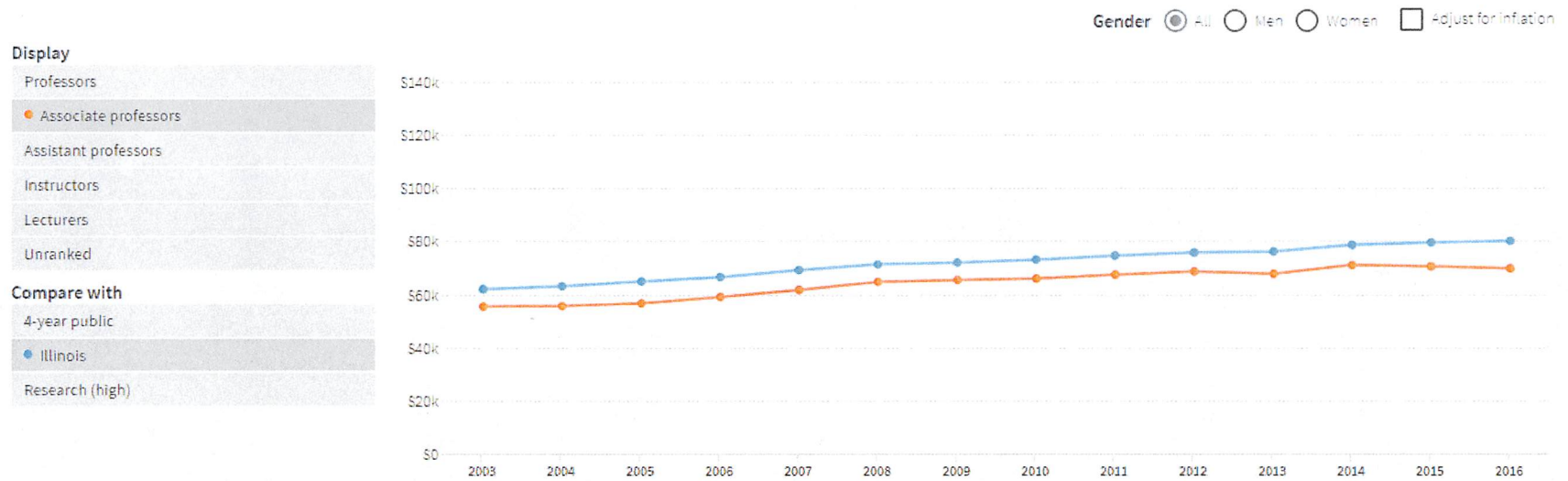


Figure 12. Assistant Professors (Illinois Comparison)

Faculty salaries by rank

Display

- Professors
- Associate professors
- Assistant professors
- Instructors
- Lecturers
- Unranked

Compare with

- 4-year public
- Illinois
- Research (high)

Gender  All  Men  Women  Adjust for inflation

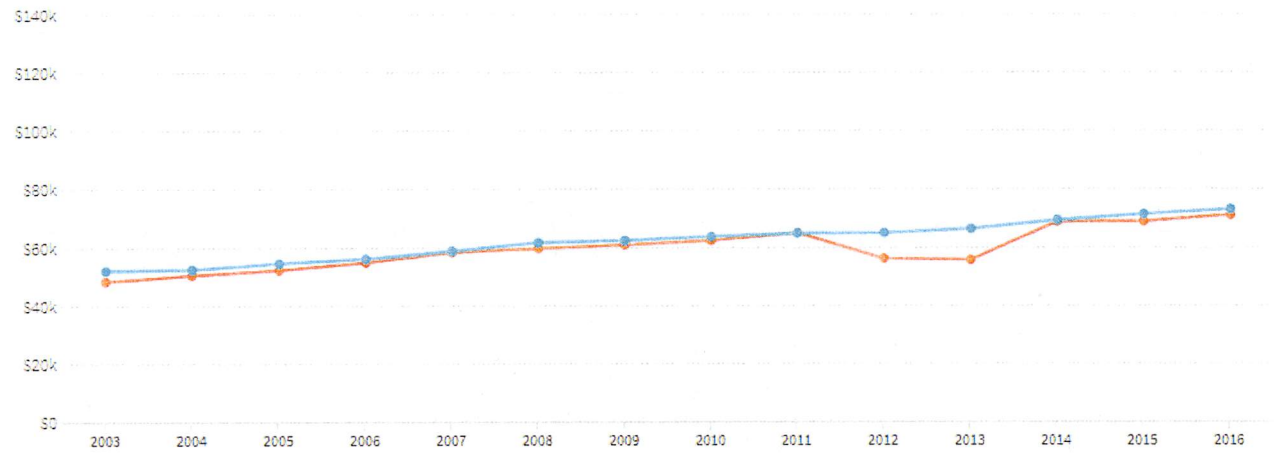




Figure 13. 2016 Faculty Salary Comparison

