

RECOMMENDATIONS
OF THE 1990 REPORT OF THE
SENATE COUNCIL AD HOC COMMITTEE ON THE STATUS OF WOMEN

ELIMINATING BARRIERS TO WOMEN'S ENTRY AND ADVANCEMENT

- A.** The University must demonstrate the seriousness of its commitment to the elimination of sexism and employment advancement barriers for women by implementing an aggressive affirmative action effort. Accordingly, the University must:
1. Issue an official written Presidential response to these recommendations within six months. The Ad Hoc Committee on the Status of Women should have an opportunity to reply formally to the President's response.
 2. Establish, with the advice and consent of the Senate Council, a standing Presidential Commission on the Status of Women employees at the University of Kentucky. The Commission's purpose would be to regularly advise the President about issues, policies and practices that affect women faculty, administrators and staff. The group should be composed of faculty, staff and administrators who have expert knowledge about women and women's issues.
 3. Disseminate an annual Presidential letter to all faculty, administrators and staff reaffirming UK's commitment to equality of opportunity and affirmative action for women and reporting on progress toward this end.
 4. Include explicit objectives and measures concerning women's equality in UK's Strategic Plan, UK's Self Study, and all sector, college, department and program reviews.
 5. Focus institutional resources on the recruitment and retention of women until the current institutional strategic goals are exceeded, especially in disciplines where women are underrepresented.
 6. Establish specific three, five, and ten-year goals for the gender composition of high-level administrative positions, including college deans.
 7. Implement, through the Affirmative Action Office (AAO), a centralized and systematic recruiting, coordination and tracking program which:
 - a. includes affirmative action statements aimed at women in all position advertisements;
 - b. Informs all hiring units, search committees and individuals of affirmative action search and selection principles, guidelines and procedures;
 - c. provides written guidelines on prescribed standards for interviewing and behavior during the recruitment/hiring process;
 - d. requires gender-balanced candidate pools reflecting the average gender composition of terminal degrees granted in the applicable discipline over the previous five years;
 - e. holds those responsible for searches and hiring accountable for gender equity, in their decisions; and
 - f. publishes annually the gender composition of candidate pools and hiring by unit.

8. Include in the UK Governing and Administrative Regulations the specific responsibilities of the AAO and the affirmative action procedures involved in recruiting and hiring new faculty, administrators, and staff.
9. Direct search committees to consult with the AAO Director prior to inviting candidates for interviews when the short lists include a number of women below that indicated by their availability in the pool. If the committee feels it has exhausted all avenues and is unable to find additional women candidates appropriate to the position, then it must petition the appropriate Chancellor or Vice President to continue the interview process with an unrepresentative pool. If the extended search should result in an unfilled position, that line would not be lost but be retained in the department and funded for the following academic year.
10. Establish a fund for targeted hiring, including such things as salary supplements and start-up support to be used specifically for hiring women in disciplines in which women are traditionally underrepresented. These opportunity hires should include distinguished women scholars at high rank and promising women scholars at junior ranks. The funds should be distributed by the Chancellors/Vice Presidents.
11. Create a substantial number of loan lines to be used to increase the number of women faculty and ensure that these lines revert to the University-wide pool when vacated by a woman appointee.
12. Use campus groups such as Women's Studies to assist in identifying women candidates for faculty and administrative/professional positions.
13. Implement University-wide mechanisms to facilitate the hiring and retention of dual career couples. Such mechanisms should include, but not be limited to, shared positions for faculty and staff, central listing of all available positions, establishment of an office for dual-career couple assistance, a program of assistantships and a system of "mortgaging" future faculty lines.
14. Increase the accessibility of information about employment at UK to women by:
 - a. Establishing community outreach sites where women can obtain information on employment opportunities, applications, and employment packets;
 - b. Targeting of areas in the community and media outlets to recruit women from the larger local community for staff positions; and,
 - c. Expanding Personnel Office hours to include lunch hour, evening and weekend hours.
15. Measure the success of programs and the performance of deans, directors and other administrators in part on the basis of their success in achieving institutional goals for recruiting and retaining women staff, administrators and faculty as well as their efforts to create a climate supportive of women.
16. Expect all employees to actively engage in behavior that promotes equity and affirmative action for women. Assessment of such behavior should be a part of hiring, reappointment and promotion decisions, be specifically reflected on evaluation forms, and be reflected in merit salary decisions.

17. Decrease the barrier created by limited pools of available women faculty in specific disciplines by efforts, which include, but are not limited to:
 - a. A fellowship program specifically targeted at women graduate students in disciplines in which they are underrepresented.
 - b. A consortium agreement with selected Ph.D. granting research institutions in the Southeast for the development of a Doctoral Incentive Forgivable Loan Program for women which focuses on fields which currently have an underrepresentation of women faculties. Support in the form of loans up to \$10,000 per year may be provided for a maximum of three years. The entire loan would be forgiven after a recipient teaches full-time at one of the participating institutions for five postdoctoral years. A loan recipient would not be obligated to accept a position in the consortium, and employment as a faculty member within the consortium would not be guaranteed; and,
 - c. A study of women undergraduate and graduate students to identify institutional factors, which impede or encourage non-traditional career choices and courses of study.

18. Reach women as early as possible to help shape their career choices. Begin with a University directive to the Deans of the Colleges of Education and Home Economics to examine and report In six months on the current status of their curricula for child care providers, school teachers, counselors and administrators that address:
 - a. The social pressures that restrict the perceived career options of girls and young women;
 - b. The skills needed to help girls and young women fully consider and prepare for a complete range of career choices;
 - c. The unintended, even unconscious, differences in treatment of girls and boys in the classroom and strategies to overcome those differences; and,
 - d. The elimination of negative educational materials and classroom practices that contribute to perceptions of gender differences in abilities and choices.

- B.** The University must implement a new personnel system for professional and hourly staff to demonstrate it respects and values diversity in the background, experience, and education of current and prospective employees. The system must be professionally designed by experts outside of UK and ensure gender-based equity in hiring, retention, and promotion. Such a system should:
 1. Ensure position equivalencies, pay equity, and comparable worth for all employees;
 2. Establish a method of classification of positions that is easily understood by all employees and is readily available to them;
 3. Eliminate exceptions to pay scales for various positions and units;
 4. Clearly articulate and disseminate all job criteria and their respective weights as well as procedures for hiring, promotion, job classification and reclassification;

5. Create guidelines establishing equitable institutional workload standards for similar jobs among units;
6. Recognize all prior service, experience or education in making initial employment, job mobility, and grade/rank decisions;
7. Develop functional definitions and measures of supervisory experience to facilitate job mobility;
8. Eliminate financial impediments which inhibit long-term employees from transferring or moving into higher positions;
9. Implement a performance evaluation process which:
 - a. Ensures flexibility to effectively evaluate the diversity of positions and levels of responsibility,
 - b. Ensures consistency of assessment among positions and across units; and,
 - c. Ensures equity in performance assessment regardless of gender, marital status, family situation, or sexual orientation of the employee;
10. Redefine the responsibilities of the Personnel Department so that:
 - a. The Personnel Department in internal promotions and transfers only screens candidates to determine whether they meet minimal qualifications and does not act as a "gatekeeper" which independently determines if the file of a qualified potential candidate should be forwarded to the hiring unit; and,
 - b. The Personnel Department tracks internal promotions and transfers. It should be required to disseminate annual reports, by gender, of the number of internal applications for promotions and transfers and their outcomes; and,
11. Require the Staff Council to review and evaluate the appeals procedure for non-gender related grievances of staff.

ENSURING EQUITABLE COMPENSATION AND REWARDS FOR WOMEN

- A. The University of Kentucky must provide just and equitable compensation and financial incentives to all employees, regardless of gender or family status. At a minimum, the University must:
 1. Establish pay scales for all positions that are competitive with salary and wage levels in the larger community;
 2. Offer equitable starting salaries to women and men. In part, this would require that when negotiating entry salaries information about negotiable items, such as salary, moving expenses, prior experience credit toward tenure and deadlines for completion of degree be made available to all finalists regardless of gender;
 3. Negotiate hiring agreements that are appropriate and gender equitable within departments regarding items such as provision of equipment (office and laboratory),

laboratory space and other facilities, release time for research, and start-up funds for research;

4. Undertake a multivariate analysis for gender-bias in salaries of Medical Center's faculty as well as in the compensation of all hourly and professional staff in the University system;
 5. Investigate and remedy inequitably depressed levels of compensation and status in units whose faculties or other professional employees are predominantly women;
 6. Establish an affirmative action fund to bring women's salaries into line with comparable male salaries in their units/departments. The fund should be administered and monitored by the President's office to ensure women receiving such monies are not penalized for them in future merit evaluations and compensation;
 7. Define and fund merit salary pools to include all full and part-time permanent employees;
 8. Link merit increases to evaluation ratings and ensure consistency within and across units; and,
 9. Award equitable merit increases to outstanding employees regardless of the size of the employing unit.
- B.** The University has an obligation to provide benefits that meet the needs of ALL personnel and address the different family responsibilities of employees. To best meet those obligations, the benefit structure should:
1. Extend all benefits on a pro rata basis to permanent employees working part-time;
 2. Include an institutional childbirth/family care leave policy that permits eight weeks of paid childbearing/adoption leave that is separate and distinct from earned disability and vacation leave. In addition, the University should allow four additional weeks of paid leave through the use of earned disability and/or vacation leave or leave without pay as determined by the employee;
 3. Establish a sliding scale of University contributions to employees' health insurance based on salary that ensures access to family health insurance for all;
 4. Equalize the University's percentage contribution to retirement benefits for all employee groups;
 5. Include a coordinated institutional child care policy which:
 - a. Allows employees to pay for childcare with pre-tax dollars;
 - b. Expands the number of on-site daycare slots;
 - c. Includes drop-in and sick child care; and,
 - d. Establishes a childcare voucher subsidy for use at UK-contracted centers;
 6. Offer employees the option of applying tuition credit to non-UK technical training;

7. Expand tuition credit to 12 credit hours per semester, and offer employees the option to transfer tuition credit to immediate family members: and,
8. Expand elder care benefits, in addition to those available through the Sanders-Brown Center on Aging, to include subsidized adult day care, access to overnight respite care and home health services with priority for all UK employees.

PROMOTING DEVELOPMENT AND UTILIZATION OF WOMEN EMPLOYEES

- A.** To demonstrate commitment to providing opportunities for job development and career advancement for women, the University must:
 - I. Expand the Human Resource Services Department responsibilities to include:
 - a. Providing guidelines for supervisors to help them identify potential women leaders within the staff community;
 - b. Providing training and internships in administration and management for potential women leaders; and,
 - c. Establishing a continuing education program in personnel management for all faculty and staff supervisors, which requires demonstrated competence in areas which include, but are not limited to: affirmative action, development of women employees' skills, procedures and techniques for recruitment and hiring of women, and institutional values related to the creation of an equitable and congenial climate for women;
 2. Strengthen, diversify and publicize on-the-job training programs for women by:
 - a. Providing Institutional apprenticeship programs for women employees that provide a structured setting to enhance work skills as a prelude to job mobility, particularly in traditionally male occupations and position areas;
 - b. Implementing an institutional policy to provide access to job training programs by ensuring paid release time for a specific number of training/development programs within each calendar year; and,
 - c. Establishing an incentive program that rewards staff for their personal investment in training and/or educational improvements;
 3. Strengthen leadership skills in women faculty and staff by:
 - a. Sponsoring a leadership Institute for women as an investment in the next generation of leaders. Designed by a small group, including representatives from this Ad Hoc Committee, such a program should provide intensive instruction with an individualized program of study and mentoring for faculty and staff. Special emphasis is needed to ensure participation by women of color: and,
 - b. Providing leadership seminars and career counseling for women staff to help them develop progressive career plans and to encourage their interests in leadership positions: and,

4. Require systematic analysis and reporting of data gained in exit interviews to determine why women leave UK. Such interviews should be conducted by designated persons outside the employing unit.
- B.** To remedy the present paucity of women in positions of institutional decision-making, the University must:
1. Establish internally funded administrative internships for women to increase the number of women prepared for such roles; and,
 2. Significantly increase the number of women in the highest administrative leadership positions (Vice-presidents, Chancellors, Vice-chancellors, Deans) by actively recruiting and promoting women candidates.
- C.** To ensure the full inclusion of women in the decision-making process, the University must:
1. Require representation of women on all policy-making bodies such as the President's Cabinet and require women on search committees at least in proportion to the percentage of women in the relevant pool. In all instances there will be at least one woman member; and,
 2. Revise the structure of University government to ensure representation of women staff :
 - a. Through an elected staff representative to membership on the Board of Trustees; and,
 - b. Through an elected, representative, university-wide, council where staff members have a voice in the establishment of policies and procedures that govern them.

CREATING A HOSPITABLE CLIMATE FOR WOMEN

- A.** In order to establish a climate of institutional support and respect for women which permeates all levels and segments of the institution, the following actions must be undertaken at the highest levels:
1. Design and implement a comprehensive educational program for all University personnel to eliminate sexism, including sexist language, in the workplace. Such an effort would include education of all academic and nonacademic supervisory personnel on institutional policies against sexism;
 2. Fund research projects, curriculum or program development, travel, and programs, seminars or colloquia at the University, college or department level that are designed to eradicate sexism;
 3. Provide monetary awards to individuals, groups, committees and departments whose actions and programs improve the environment for women faculty, administrators and staff;
 4. Remove all sexist language and gender-based stereotypes from all UK publications and communications and implement review mechanisms to ensure balanced representation

and appropriate portrayal of women in future publications, documents, and communications;

5. Develop and distribute an institutional handbook that includes an operational definition of sexism and specific information about rights, sexual harassment, grievance procedures, and institutional sanctions against sexism or sexual harassment; and,
6. Create a more collegial environment, which rewards collaboration as well as competition. For faculty, this means ensuring that collaborative and interdisciplinary research and team teaching are positively regarded and adequately rewarded.

B. In order to establish mechanisms for increasing recognition and support of women scholars, the University must:

1. Give active support to new scholarship on women, gender, the family, and other areas of study traditionally identified with women. These areas must be given qualitative weight equal to that given to traditional male scholarship in evaluation for professional advancement;
2. Institute a Curriculum Transformation Project that provides summer support to interested faculty members who want the opportunity to explore ways to incorporate new scholarship on women into the curriculum;
3. Provide financial incentives for departments to develop courses on women that will be taught on a regular basis and revise existing courses to incorporate women;
4. Generously support the Women's Studies program by establishing a full-time Director position, expanding funding, adding staff support, and encouraging interdisciplinary participation;
5. Establish an interdisciplinary institute for research on women and gender;
6. Invite more visiting women scholars to campus, particularly in disciplines where women are underrepresented, and provide supplementary funds to departments and colleges that do bring in such visitors;
7. Establish specific goals for the development of endowed chairs or professorships for scholarship on women and gender;
8. Increase the number of conferences, art collections, exhibits and performances at UK that reflect the contributions of women;
9. Recognize scholarly and professional achievements of women by equitably awarding honorary degrees and research grants as well as research and teaching awards;
10. Establish mechanisms to provide public recognition and monetary awards for women staff who excel in the quality of their service to the University; and,
11. Provide funding for a series of specialized, focused studies to investigate in-depth issues inhibiting women's success within the University community that were discovered through the work of this Committee.

INCREASING INSTITUTIONAL SELF-KNOWLEDGE AND AWARENESS ABOUT THE STATUS OF WOMEN

- A.** Efforts must be made to broaden and improve the institution's knowledge and awareness of its own behavior relative to hiring, retention, promotion, and compensation of women at UK. Accordingly, the University must:
- 1 . Develop a centralized, comprehensive, accurate, and open employee database to permit analysis of trends and patterns in employment, retention, promotion, and compensation of women at UK;
 2. Develop and disseminate to all employees procedures for accessing data base information;
 3. Establish a mechanism for conducting institution-wide research on trends and terms in the employment, retention, promotion, and compensation of women at UK;
 4. Disseminate annual reports showing the degree to which each unit has complied with the University's institutional equity commitments to women;
 5. Conduct hiring audits and annual affirmative action reviews to monitor hiring and retention in all units;
 6. Provide every dean and unit head with an annual analysis of salaries, promotions, hires and retention rates by gender prior to the annual salary-setting process. Individual gender-based inequities in compensation revealed by the analysis must be resolved in that year's salary-setting process;
 7. Develop and implement a system for monitoring and annually reporting on the distribution of sabbaticals, travel funds, equipment, research support, clerical help, space, research assistants, and work-study help to assure that they are equitably distributed among women and men on the faculty;
 8. Direct the Graduate School, Undergraduate Admissions Office, Financial Aid Office, and academic departments to audit annually and report their admissions and financial aid awards by gender and discipline to assure nondiscriminatory practices; and,
 9. Issue an annual Personnel Procedures Report which reviews and monitors recruitment, hiring, merit evaluations, promotions, and terminations of women staff by levels and job categories.
- B.** Women employees' participation in the implementation, monitoring, and oversight of an aggressive, university-wide, affirmative action effort must be maximized through reorganization of the Equal Opportunity Panel (ARIII-8.4-1) in the following ways:
1. The Equal Opportunity Panel will report directly to the President;
 2. The Equal Opportunity Panel shall have representation from each of the employee pools as well as students. Faculty representatives will be recommended by the Senate Council and representatives of the administrative/ professional and hourly staff will be recommended by committees representing these employee groups. Student representatives will be recommended by the Student Government Association; and,

3. The Equal Opportunity Panel will receive and review annual status and progress reports on women employees from the Affirmative Action Office and will make recommendations for further action to each sector Chancellor/Vice President and to the President.
- C.** The University must provide adequate funding to expand and reorganize the Affirmative Action Office, creating two separate but related functions that are:
1. Education, Monitoring and Reporting. This function includes the development and dissemination of affirmative action guidelines related to recruitment and hiring; articulation of the values and goals of the University; gathering, analyzing, and reporting data; recommending needed programs and policies; and ensuring affirmative action guidelines are followed; and,
 2. Enforcement. This function includes hearing complaints of faculty and staff who are victims of sexual discrimination using a formal hearing grievance mechanism and recommending to the President sanctions.