



UNIVERSITY OF DALLAS

OFFICE OF THE PRESIDENT

Response to report of the Presidential Commission on Workplace Fairness, Equity and Respect

August 21, 2015

As a Catholic institution of higher education, the issue of gender equity is framed as a moral obligation to practice integrity in our work and to treat our faculty, staff and students fairly. In 1995 Pope John Paul II recognized this obligation as not only a matter of justice but one of necessity. Pope John Paul II recognized “an urgent need to achieve real equality in every area: equal pay for work, protection for working mothers, fairness in career advancements, equality of spouses with regard to family rights and the recognition that everything that is part of the rights and duties of citizens in a democratic State.” Consistent with this moral obligation, in May 2014, I established the Presidential Commission on Workplace Fairness, Equity and Respect (“the Equity Commission”) to study the working environment for full-time, female faculty. With gratitude for their commitment and service, I have accepted the report of the Equity Commission and a copy of the report is attached.

Even prior to appointing the Equity Commission my administration pursued strategies to improve conditions for the entire faculty. The impact of these initiatives will be reflected more fully over the long term, but trend analysis confirms current benefit to the institution overall, including benefit for female faculty and employees. During my presidency, the University has seen the following trends and accomplishments:

- In all but one of the most recent five years, female hiring has outpaced male hiring for full-time tenure track faculty at a rate of 2 to 1 or better.
- The most recent two years show improvement in the tenure award for female professors over the previous three years, representing preliminary evidence that improvements in hiring women are beginning to be seen in later career progression.
- While the University employment profile demonstrates an equal distribution of men and women in non-exempt and exempt positions, the University has a higher proportion of women to men in professional exempt positions.
- The University's annual salary equity reviews have focused on aligning faculty salaries with relevant salary data published by the College and University Professional Association for Human Resources. Through this strategy the University seeks to maintain a salary structure that is both internally consistent and fair, while also being externally competitive with similar institutions. As a consequence of this initiative the average salary of all tenure track faculty has improved from being approximately 87 percent of market to over 92 percent.

I am gratified that the Equity Commission's external consultant determined that "gender was not a predictor of salary." Nonetheless, the report of the Equity Commission confirms the need for the University to renew focus on the recruitment and retention of women in tenure-track and leadership positions and to re-evaluate University policies and practices that may impact the campus climate for all faculty. To that end, I have committed to the following action steps.

Continue the commitment to fair and equitable salary for all faculty.

Since arriving at the University I have focused on establishing fair and competitive compensation for all faculty. Adjustments have been made to individual faculty salaries based on a structured equity plan without regard to gender. I am pleased by the conclusion noted by the Commission's expert that gender is not a predictor of faculty salary at the University. Nonetheless, I am not satisfied with our current pay level relative to market, and I will

continue to maintain my focus on establishing a competitive salary for all faculty.

Unite with the faculty to incorporate principles of equity in faculty searches and promotions.

The Commission confirms that “without question, academic qualifications are the *sine qua non* for hiring candidates for faculty positions and for their promotion.” However, an organized and professional search process that is committed to diversity will produce the best and broadest group of qualified candidates, including women and other underrepresented groups. In partnership with the faculty I am committed to establishing institutional search and promotion processes that recognize the importance of diversity in attracting, selecting and promoting qualified faculty candidates.

Establishing an Equity and Diversity Committee to advise the administration.

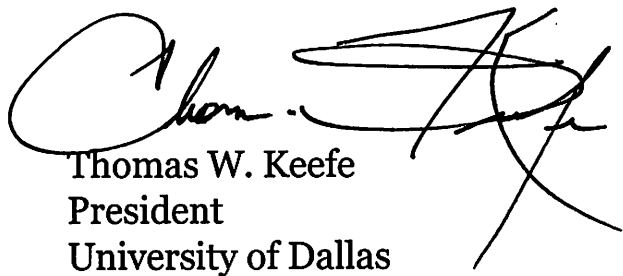
I will establish an Equity and Diversity Committee to advise the administration on matters related to equity across campus.

Establishing a “Great Place to Work Committee” to enhance the institutional climate and well-being of all faculty and staff.

Exceptional faculty is one of the greatest assets of the University. While we continue to pursue academic excellence for our students, I am equally committed to building the foundation for the University to also be recognized as a truly great workplace. The Equity Commission recommended several initiatives that are aligned with this goal including plans to develop faculty leadership potential, and encouraging a culture that celebrates faculty success and a sharing of research and activities. I am reviewing the appointment of a “Great Place to Work Committee” which would join faculty and staff to focus on leadership and career development planning as well as focus on work/life balance and respect and appreciation for employees. I anticipate that this 2-3 year initiative will be formally announced in the coming months.

The actions described here reflect my commitment to equality as a cultural value at the University of Dallas. I am grateful for the work of the Equity

Commission and look forward to the members' continued participation in the University's future.



Thomas W. Keefe
President
University of Dallas