

Council on Faculty Diversity and Inclusion

Presentation to Faculty Assembly
March 26, 2008



Overview

- CFDI formed by President Brown in the fall of 2006
- Purpose -- recommend policies and actions to attract and support a diverse faculty in order to enrich the intellectual environment and increase excellence
- Committee co-chaired by David Campbell, Gloria Waters, Roscoe Giles
- 8 additional members from schools on the CRC and Medical Campus

Overview

In the first two years have focused on four areas:


1. Hiring and Retention of Faculty
2. Leadership and Governance
3. Salary Equity
4. Family Policy

Methods

- Gathered data e.g., # females, minorities; average salaries; # females, minorities in leadership positions, etc.
- Surveyed the faculty concerning their satisfaction, perceptions of workload, climate etc. (Faculty Climate Survey; COACHE Survey for Junior Faculty)
- Surveyed best-practices in other institutions
- Making recommendations to President and Provost

How Diverse is the Faculty?

Composition of the Faculty: Gender

- Faculty at Boston University is predominantly male
(M=67% CRC; 57% MED)
- Overall, % of females has increased somewhat since 1997-- 11% MED; 3% CRC 
- Recently, substantial progress on CRC in % T/TT hires that are females

1997-05	2006	2007	2008
31%	41%	44%	50%

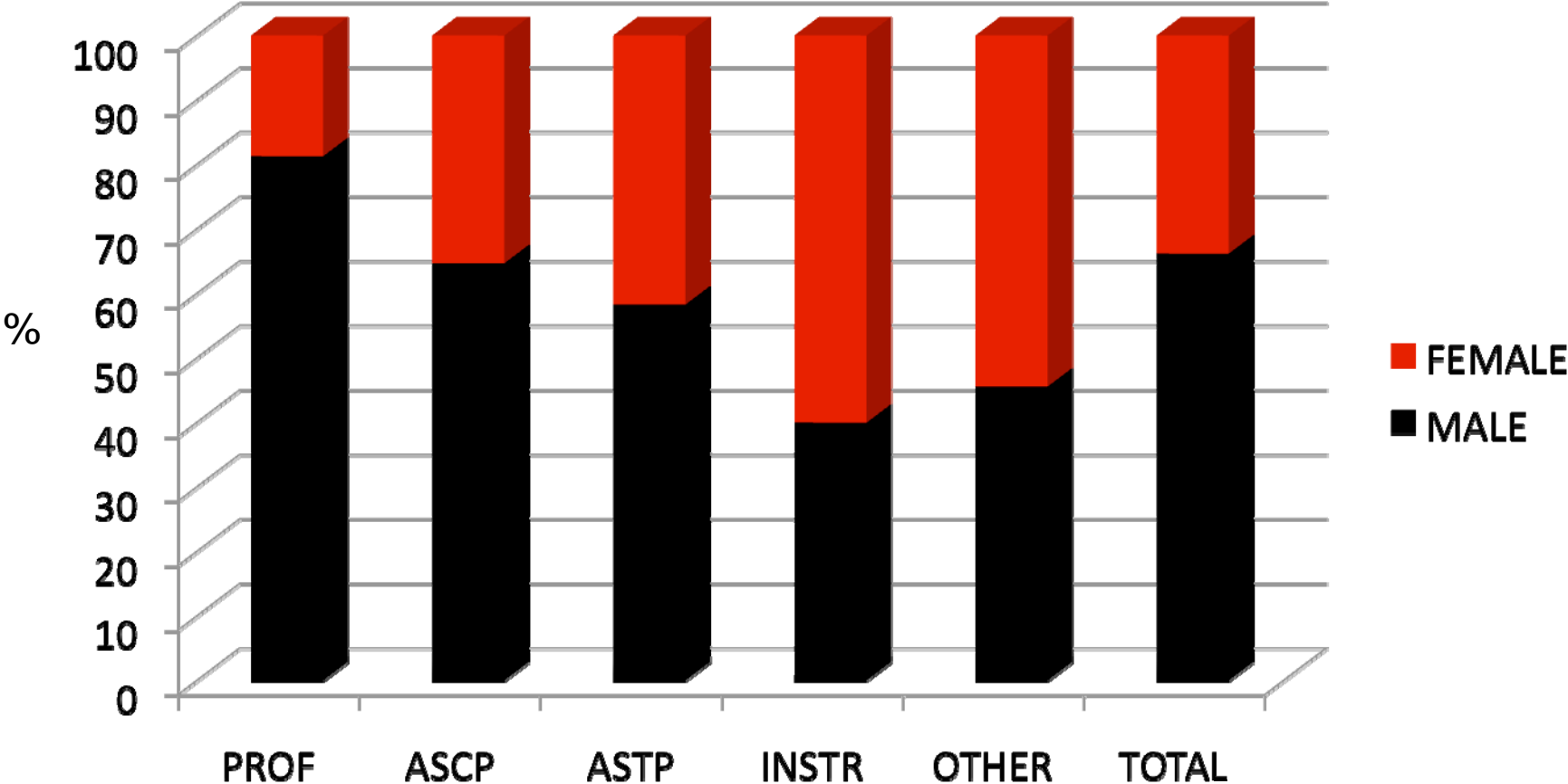
Gender: Tenure and Promotion

- Males more likely to be hired with tenure: M=25%;
F=15%
- Success rates comparable for males and females coming up for tenure
- Time to tenure is .8 yrs longer and time to promotion to full professor is 1.5 yrs longer for females than males

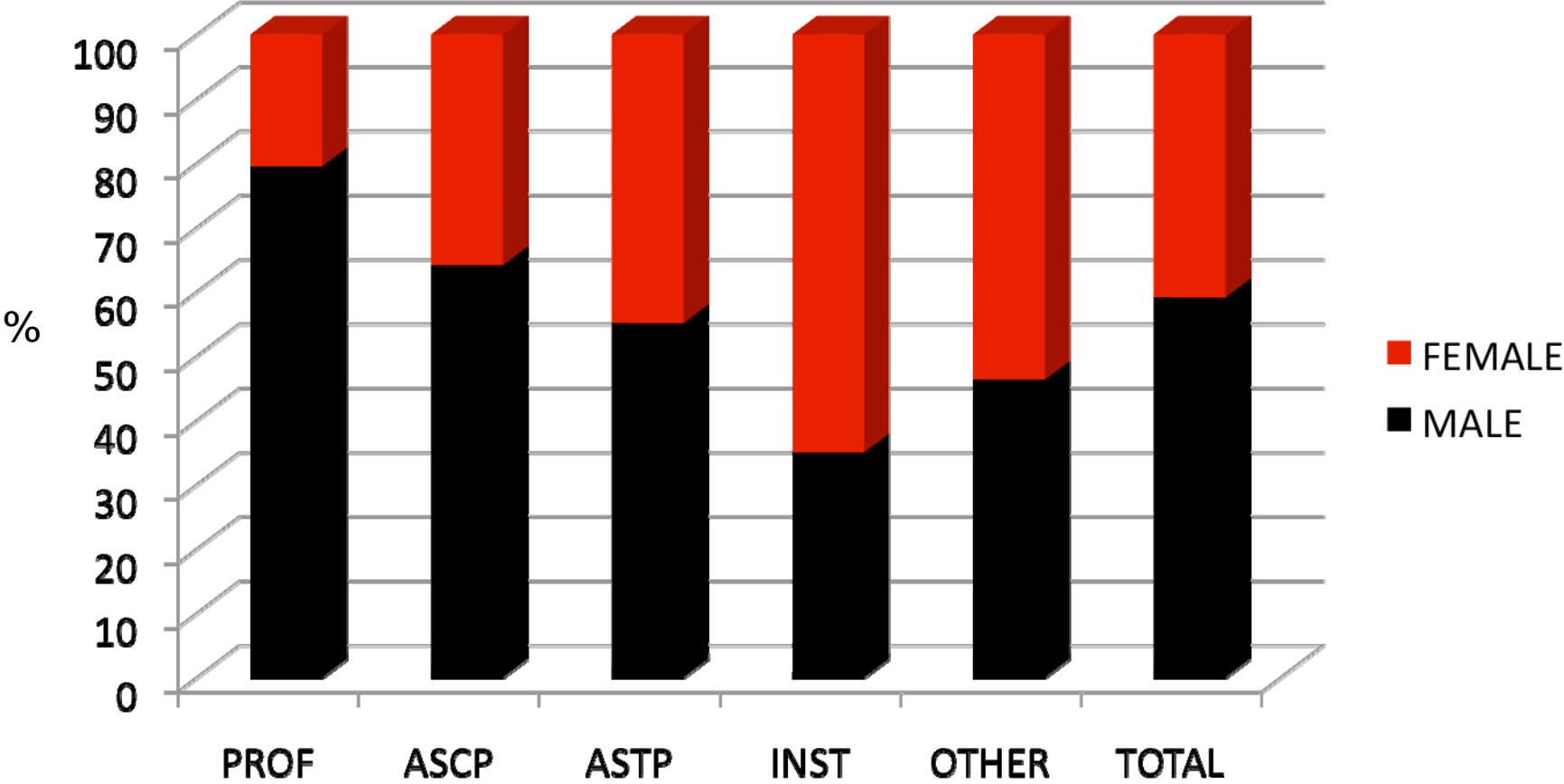
Gender & Rank

- Representation of females is highest at the lowest ranks and lowest at the highest ranks
- A much larger % of males than females are full professors
- We are still far below our peers in terms of women at senior rank

CRC: Faculty Rank by Gender



MED: Faculty Rank by Gender



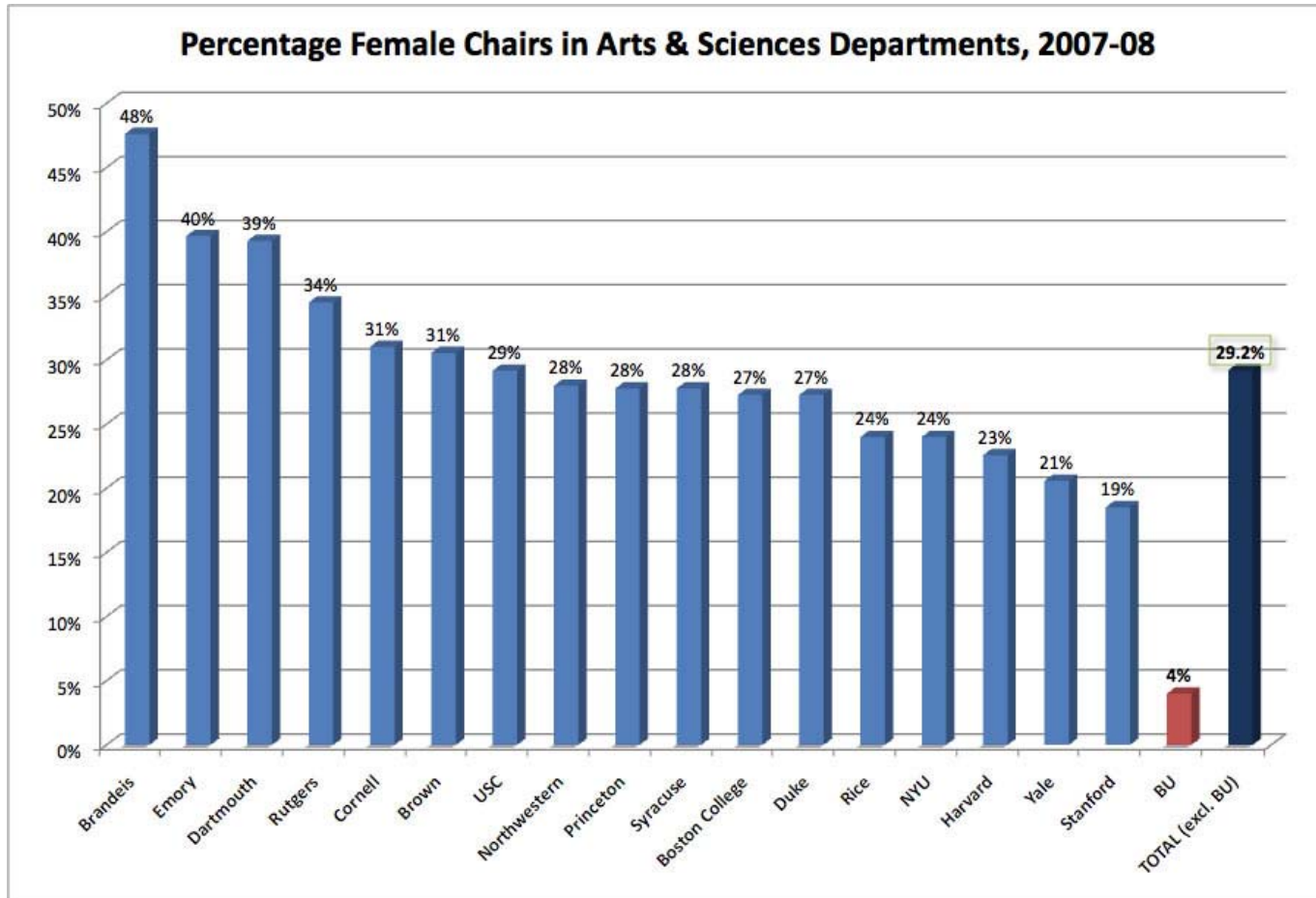
Gender & Leadership

- University: Improvement in the past decade – Increase from 3% to 23% females (Deans, MED Provost, CIO)
- Colleges: Historically male and remains so.

In 25 yrs no female chairs in:

- COM, ENG
- 51/82 of departments in CGS, SMG, SDM, SOM, and SPH

Female Chairs in Other Universities



Composition of the Faculty: Ethnicity

- Vast majority of the faculty are white
- Number of minority faculty has increased somewhat on the MED campus in the last decade but has not on the

CRC

2007	CRC	MED
Caucasian	90%	80%
Af. Am. & His.	3%	7%
Asian	7%	13%

Composition of the Faculty: Ethnicity

- We are still far below our non-Boston peers in terms of under-represented minorities

2005*	% Minorities
USC	24%
Wash U	17%
NYU	16%
Tufts	15%
MIT	12%
Harvard	12%
Brandeis	12%
Brown	11%
BU	11%

* IPEDS Data

Equity of Faculty Salaries

Investigated whether any evidence of bias

1. Statistical analyses of **de-identified** data, including multiple regressions to control for:
 - Department
 - Rank
 - Years since terminal degree
2. Examined salary distribution within departments- flag outliers, look at patterns
3. Effects of hiring at rank

Preliminary Data (CRC):

Salaries of female Full Professors are under-represented in top quartile

Salary Compression: Gap between junior and senior faculty is shrinking— lower salaries for those who have been on faculty for a long time

Female:Male Salary Ratios T/TT Faculty 2007-08

CAS Only

Unadjusted

PROF = 85%

ASCP = 93%

ASTP = 93%

Adjusted*

93%

98%

101%

* Adjusted for dept. & yrs. since degree (n=473)

Female:Male Salary Ratios T/TT Faculty 2007-08

CRC Outside of CAS

Unadjusted

PROF = 95%

ASCP = 94%

ASTP = 89%

Adjusted*

98%

100%

100%

* Adjusted for dept. & yrs. since degree (n=350)

What are the Challenges to Attracting and Retaining a More Diverse Faculty?

What issues are of particular concern for Junior Faculty?

COACHE Survey

- taken by 102 TT Assistant Professors (51% response rate)
- identifies areas of concern and compares our faculty to 5 peers (Brown, Duke, Northeastern, Syracuse, Tufts)
- areas measured are Tenure, Nature of Work, Policies & Practices, Climate, Global Satisfaction
- areas in which BU ranked most consistently as lower than peers were:
 - Tenure- e.g., clarity of expectations, clarity of process, reasonableness of expectations
 - Policies & Practices- e.g., limit on teaching, informal mentoring, peer review of teaching

Faculty Climate Survey

Surveyed the faculty concerning:

I. Satisfaction with aspects of their job:

Compensation

Resources

Duties

Workload

Climate and Opportunities at BU

II. Views about:

Mentoring

Tenure/Promotion Process

Hiring and Retention

Life Outside the Institution

Climate Survey Response Rates

Rank	CRC	MED
PROF	70%	52%
ASCP	72%	52%
ASTP	75%	52%
Other	66%	36%
TOTAL	71%	50%

Gender	CRC	MED
Male	68%	45%
Female	77%	57%

Faculty Climate Survey

The Instrument:

- Consisted of short statements
- Respondents indicated on a 5 point scale the extent to which they agreed with the statement.

e.g.

Overall, how satisfied are you with being a faculty member at Boston University?

1= Very Dissatisfied

2= Somewhat dissatisfied

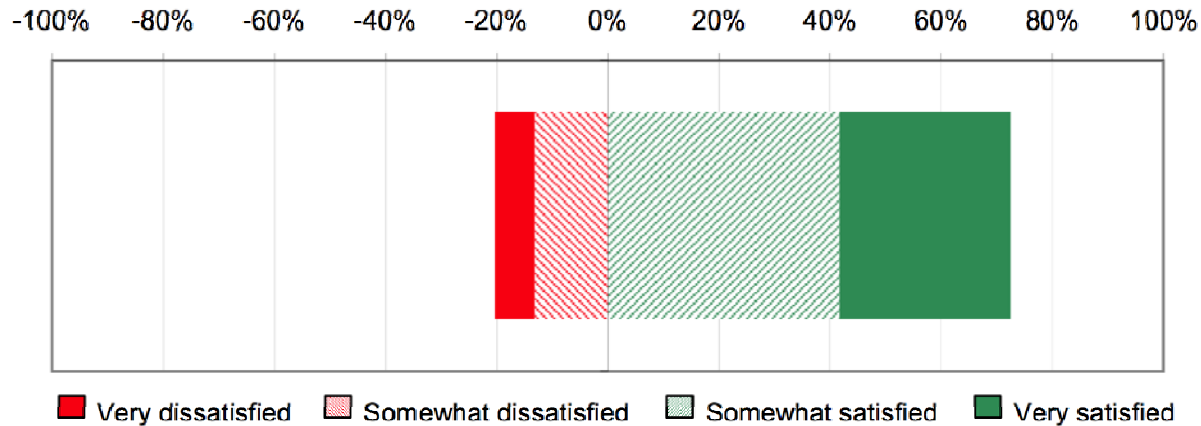
3= Neutral

4= Somewhat satisfied

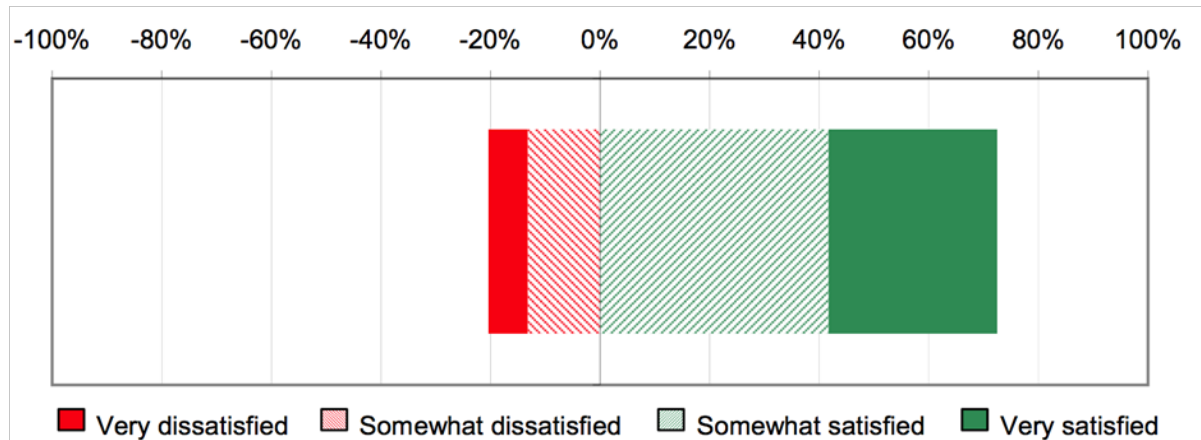
5= Very satisfied

Overall Satisfaction

CRC



MED



% respondents Somewhat/Very Satisfied/Dissatisfied (Neutral eliminated)



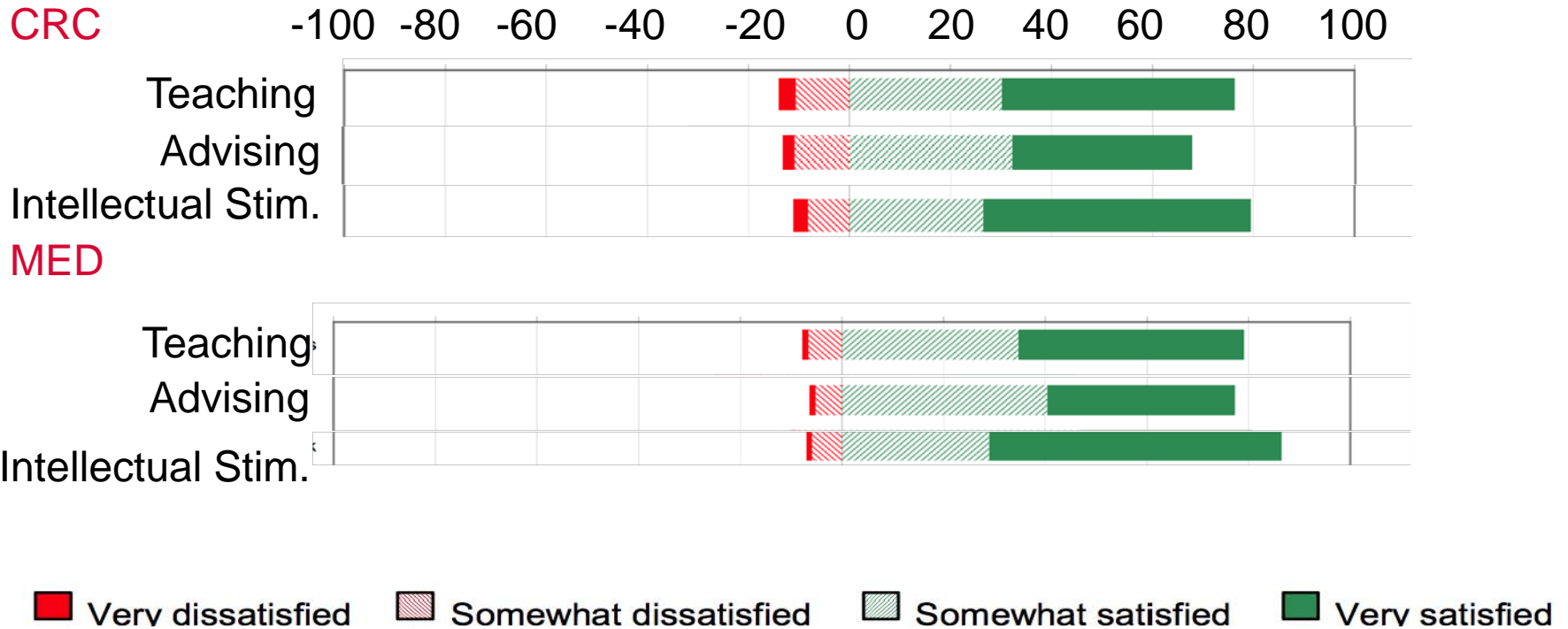
Green bars = positive Red bars = negative

Overall Satisfaction at Other Institutions

	Stanford (2002)	MIT (2004)	Cornell (2005)	Yale (2006)	Harvard (2007)	BU CRC (2007)	BU MED (2007)
Very/Somewhat satisfied (%)	68	79	76	85	85	68	73
Neutral (%)	12	6	6	8	?	7	7
Very/Somewhat dissatisfied	20	15	18	7	?	25	20

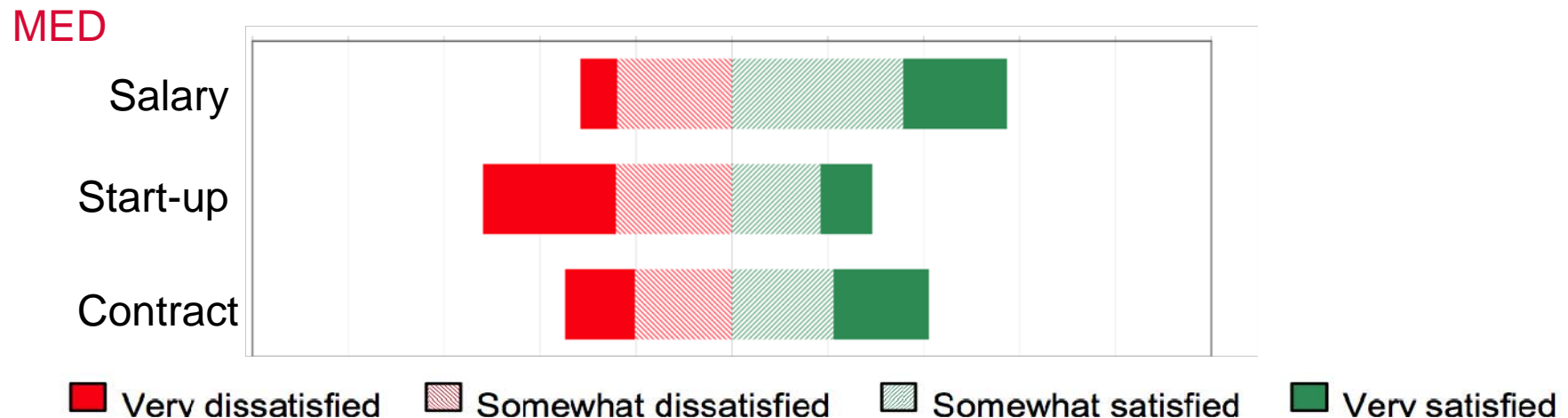
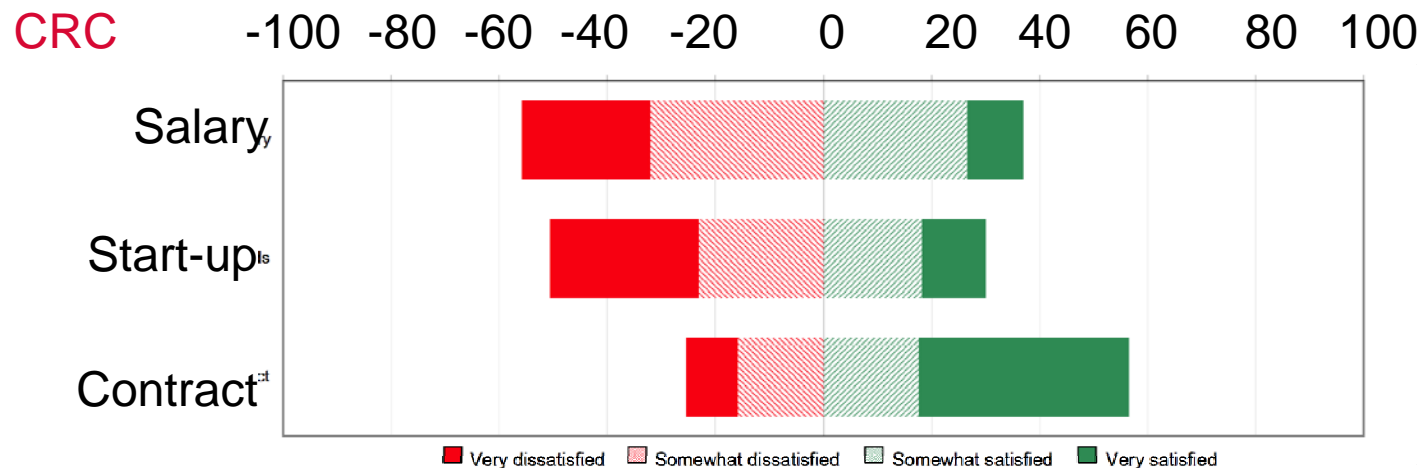
What are Faculty Satisfied With?

The intrinsic rewards of an academic career-- intellectual stimulation, teaching, advising



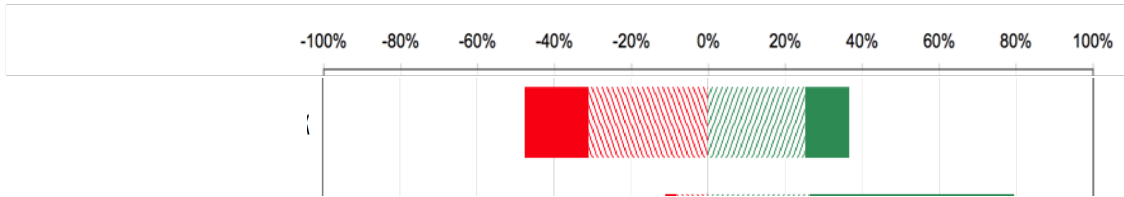
What are Faculty Dissatisfied With?

The extrinsic rewards of their career— salary, start-up funds, length of contract (for NTT), time for scholarly work, and workload

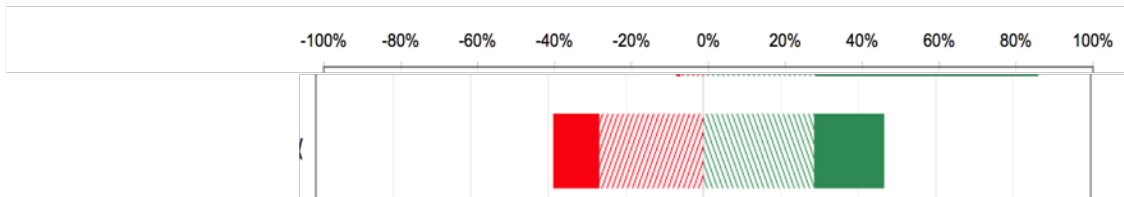


What are Faculty Dissatisfied With?

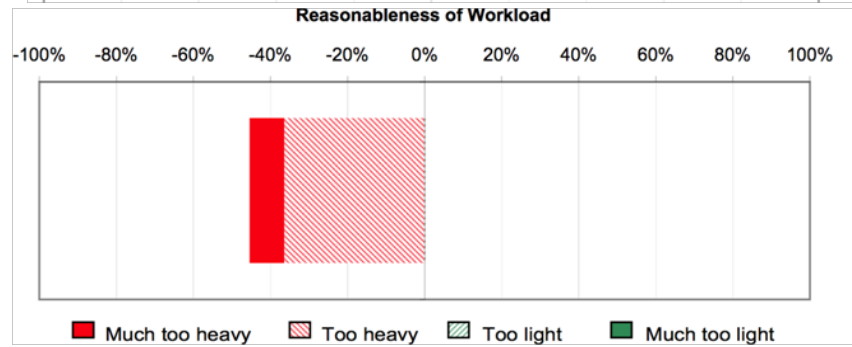
Time for Scholarly Work CRC



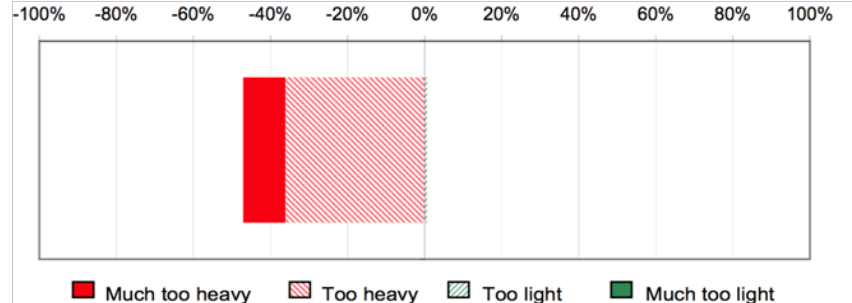
Time for Scholarly Work MED



Workload CRC



Workload MED



Climate and Opportunities

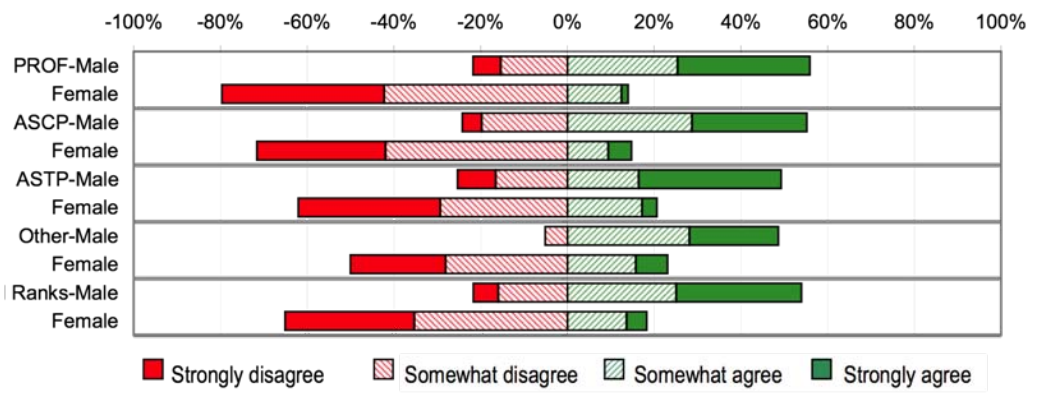
- Average rating re: climate and opportunities is similar for CRC (3.5) and MED (3.6) (e.g., extent valued; opportunities for collaboration & leadership roles; collegiality; voice)
- However, on CRC there is a significant difference between ratings for males and females (4.0 Vs. 3.4), while on MED there is no difference between males and females (3.7 Vs. 3.6)
- CRC ratings for female Full Professors are the lowest (3.2)

Climate and Opportunities

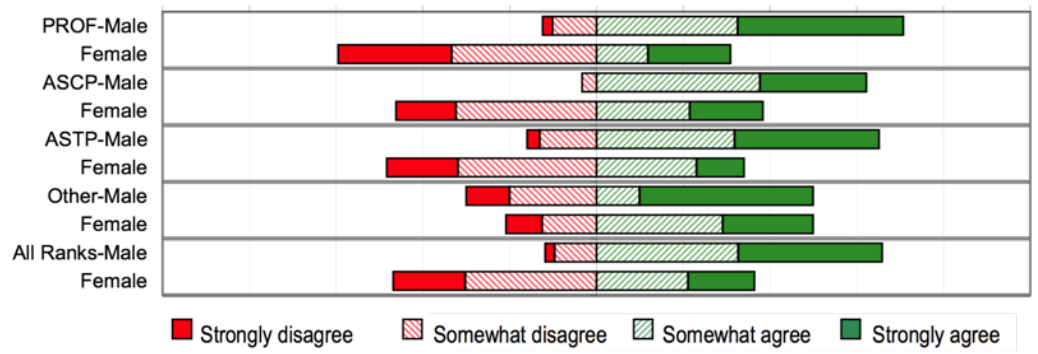
- CRC Female Full Professors **less likely** to feel that:
 - Colleagues value teaching, advising, service obligations
 - Given the opportunity to assume administrative roles
 - Chair creates collegial and supportive environment
 - Have a voice in the decisions of their department & school
 - Department is a good fit for them; feel included in dept.
 - Can raise personal/family responsibilities in dept

Perception of Opportunities for Women

CRC



MED



Work / Family Life Balance

- 41% of Faculty have children under the age of 17
- 40% reported that childcare was a source of stress
- 36% of female and 18% of male assistant professors have considered leaving Boston University to address child-related issues.

Recommendations

Create position for an Associate Provost for Faculty Development and Diversity to provide leadership in areas including the following:

- Collection and analysis of data
 - Demographics
 - Resource allocation
 - Hiring and retention (to include exit surveys)
- Wide range of activities related to faculty development
- Formulation and implementation of policies
- Dissemination of information about available resources
- Annual reporting

Hiring and Retention

1. Monitor recruiting, hiring and retention practices
1. Continue to discuss search best-practices with search committees (e.g. avoid unintended bias)
1. Proactively recruit highly qualified women and minority applicants
1. Equity in compensation and resource allocation
1. Adequate support for junior faculty through the tenure and promotion process e.g., formal mentoring system, information about tenure process

Leadership

- Involve faculty members in a meaningful and transparent way in selection of leaders for their units
- Discuss and consider a range of alternative models for faculty leaders (e.g., chairs, program directors, deans)
- Include faculty in succession planning
- Use turnover strategically (e.g., to provide intellectual renewal, to increase representation of under-represented groups)

Salaries

- Resources are limited, but the leadership has announced that they will work to make salaries more competitive
- Fundamental commitment to principles that are:
 1. Merit-based
 2. Market-driven
 3. Unbiased with respect to gender and race

Recommendations Under Consideration

1. Review by Deans to ensure salaries are in line with merit –
beginning with specific groups based on the results of the statistical analysis (E.g., Female Full Prof's; Faculty with many years of service)
2. Monitor senior hires (historically a source of gender inequality)
3. Modify salary review process to ensure all faculty receive feedback and can express their concerns.

Recommendations (cont'd)

4. Where salary supplements are offered for administrative service, consider offering stipends, in lieu of increases to base salary
5. Continue to remain as transparent as possible in sharing relevant salary data with faculty

Family Life

- Explore new measures for improving childcare options on and off campus
- Suggestions and Guidelines to foster a family-friendly environment throughout the University
- New ***Paid Maternity and Childcare Leave Policy*** proposal

Proposed Paid Maternity & Childcare Leave Policy

- Maternity Leave Option (female faculty)
 - 12 weeks
- Childcare Leave Option (all faculty, “primary caregiver”)
 - Modified Status (teaching relief)
 - 1 semester full relief
 - 2 semesters half relief
- Anytime within 1 year of becoming primary caregiver.
- 1 year tenure clock suspension

All climate survey data available at:
www.bu.edu/provost/cfdi

We Welcome Additional Comments

www.bu.edu/provost/cfdi