The University of Minnesota has a strong vision of equity – but because we are large, complex, decentralized institution it takes a great deal of time to learn about the many initiatives for equity, to understand the governance structure and other avenues for change, and to find strategic partners with whom to work toward our vision. To assist in speeding up change, the Summits were born.

Summit 2011 – Theme: Organizing for Women’s Equity
Summit 2012 – Theme: Improving Climate for Women of Color
Summit 2013 – Theme: Pay Equity

On May 14, 2013, a system-wide group of over 80 women gathered at the University of Minnesota Twin Cities campus for the third annual Summit for Women’s Equity Leaders for a day of presentations and strategic planning to inform and engage key leaders in the work for women’s equity, especially regarding pay equity.

After remarks from the Senior Vice president for Academic Affairs and Provost Karen Hanson, and a historical overview of pay equity given by University Historian Ann Pflaum, participants learned about the University’s pay structures and current efforts toward pay equity from Lori Lamb, Director of Operations in the Office of Human Resources.

As in previous years, the Summit included an orientation to the University governance structures, this year via a panel of University Senators and a Union Steward (Stephanie Bettermann, Sophia Gladding, Terri Wallace, and Cherrene Horazuk) representing their various benefits and compensation committees. In addition, Kim Hewitt presented an overview of the services offered by the Equal Opportunity and Affirmative Action office.

Break-out sessions by employee group followed lunch, and participants rounded out the day with a strategic brainstorming and planning session led by Virajita Singh, Senior Research Fellow in the Center for Sustainable Building Research, College of Design.

The 3rd Summit for Women’s Equity Leaders was a success. However, the real success will come from each of us putting the best of the action steps in motion.

“Please send the Summit summary to all the University leaders: Presidents, Deans, Directors, Department Heads, etc. I hope they read and use these ideas!”

“The Summits are a great opportunity to help create a healthier climate at the University.”
“Great panel! Although I am not a union employee, I appreciate the justification for their assembly, learned a lot about their role.”

“Salary disparities between colleges.”

“20% of U workers are represented by unions. This figure is higher than I expected.”

“Physics and Philosophy have least % of women. Who knew?”

“I had no idea that different jobs had such drastic benefits offered! WOW!”

“It’s too hard to talk about pay equity when we don’t have job security equity (1 year contracts).”

“We have the highest minimum wage at any public university (yeah unions!)”

“Market pricing – be careful not to replicate historical pay inequalities and stereotypes about women’s jobs.”

“Trainings opportunities for supervisors are needed – on looking for pay inequities and on creating supportive environments.”

“You’re almost better off to leave and then come back to get a better salary.”

“Service Awards are under-utilized.”

“The importance of not just relying on ‘market value’.”

“Resource list includes national, state, and university websites and organizations for those who are interested in getting more involved in this work.”

“Relationship between merit pay and myth of meritocracy.”

“P&A offers merit based salary increases. I wonder if my position is unique because I’ve been told otherwise.”

“% Increases continue to grow the gap between the higher and lower incomes within the U in compensation.”

President Obama says that, “Equal pay is . . . a question of who we are, and whether we are truly living up to our fundamental ideas.”

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**HISTORY AND FACTOIDS**

What is Pay Equity? “Equal pay for work of comparable value” is a method of setting pay which takes into account skill, effort, responsibility & working conditions so employers can compare jobs with different duties but similar levels of “value.” Pay Equity means the criteria used to set wages must be sex-neutral.

1963 – Equal Pay Act

1980 – Rajender Decree (case filed in 1973). In 1978, it became a class action lawsuit on behalf of all non-student female employees at the U of MN. Showed that sex discrimination is a deep and complicated problem in American universities. Rajender decree made significant difference at the U and throughout the country. $3 million granted in pay increases at the U and Commission on Women began.


2011 – Women’s Faculty Cabinet found pay inequities. An external study commissioned by the provost’s Office revealed that male faculty are paid an average of 2.2% more than female faculty. Process to correct the inequities being discussed.

Women make 77 cents for every dollar earned by men. Latina women earn 59%, African American women 68%, Native American women 69% white women 81%, Asian American women 88%.

The state of MN states that “market value” usually just means what other employers pay, perpetuating the history of lower pay for work done by women and stereotypes about what certain jobs are worth.
QUESTIONS THAT WE WROTE ON THE BLUE BOARD:

“How do we ensure that supervisors are trained to give equitable pay raises?”

“If the MN Management and Budget office can do an annual salary survey to maintain pay equity, why can’t the University of Minnesota do the same?”

“Why didn’t I know about the Rajender case before now?”

“Will the new Enterprise System provide data for pay equity more quickly?”

“We think there are rational decisions being made about salaries, but we are emotional decision makers... now what?”

NOTES FROM JOB RECLASSIFICATION TALK:

OHR mission = “Strategically leads and partners with our community to provide the diverse workplace and organizational capacities that drive excellence in the U”

“Management track not the only way to reward people.”

“Redesigning of Job Classification is needed”

“Providing tracks for people to be rewarded by being a contributor not just moving to supervisory position. BILLIANT!”

“The U acknowledges that there is no consistency in job titles vs. responsibilities – reason for job family studies... one coordinator is very different than another coordinator.”

“I really appreciated the opportunity to hear about the issues facing other employee groups and identifying ways to coordinate.”

BREAKOUT SESSION TOPICS ON COLLEGE & ORGANIZATIONAL INITIATIVES

1. Faculty Initiatives
   A. Department of Medicine – ANNE JOSEPH, M.D. M.P.H, Wexler Professor of Medicine and Director of Applied Clinical Research Program
   B. Women’s Faculty Cabinet and Academic Affairs Office re: Salary Studies and Next Steps – PAT FRAZIER, former WFC member, Professor, Department of Psychology, ERIN KELLY, WFC member, Professor, Department of Sociology, and ARLENE CARNEY, Vice Provost for Faculty and Academic Affairs

2. P&A Women and Pay Equity
   ANN HAGEN, P&A Senate Chair and Assistant Program Director, Minnesota Craniofacial Research Training Program

3. Union Work Toward Pay Equity
   CHERRENE HORAZUK, Executive Office and Administrative Specialist, Humphrey School of Public Affairs, and colleagues

4. Civil Service Women and Pay Equity
   TERRI WALLACE, Civil Service Senator, Executive Secretary, Center for Writing, and AMY OLSON, Civil Service Consultative Committee Chair, Alumni Associate, Professional and External Relations, College of Pharmacy

“The Summit motivated me to be more in touch with university governance operations. ... How can we get more than 100 people to attend?”
WORKING TOWARD EQUITY USING DESIGN THINKING

Groups were guided to creatively & strategically plan action steps for real change on campus. Ideas for collaboration & further exploration were then shared and people committed to take actions.

**Design Team Group Focus: P&A**

IDEAS FOR IMPLEMENTATION
1. Educate, educate, educate re: impact of pay inequity. Host dept. trainings to understand pay.
2. When there is a salary range – have a set amount for degrees or years of experience. Explain what helped someone get more than that to avoid resentments.
3. Base percentage of raises on salary - with lower earning more. Under 50K = 4%, 50-75K = 3%, 75-125K = 3%, 125K + = 1%
4. Review all P&A salaries for pay equity annually, esp. after job families done.
5. Merit pay should begin after cost of living raise.
6. Make P&A contracts 3 year rolling v. 1 year.
7. Improve U’s data related to salaries.

**Design Team Group Focus: UNIONS**

IDEAS FOR IMPLEMENTATION
1. Work on pay equity via Unions.
2. Visibility campaign, especially re: disparities in benefits.
3. Organize.

**Design Team Group Focus: REINVENTING THE SYSTEM**

IDEAS FOR IMPLEMENTATION
1. Institute mandatory supervisor training that includes bias training and education on pay equity issues.
2. Tie university funding to Colleges/Units achieving pay equity. (At the least, progress toward pay equity).
3. Explain pay system to new employees i.e. be transparent. Use their questions to improve systems.
4. Identify departments which have good models for pay equity (and all equity and diversity practices) and replicate.
5. Rethink performance evaluations. Consider some standardization of questions, process, influence on professional growth or salary increases.
6. Accountability to public through annual reporting, annual audits, and recognition for high achieving units.

**Design Team Group Focus: CIVIL SERVICE**

IDEAS FOR IMPLEMENTATION
1. Reduce work place bullying.
2. Standardized benefits across employee groups.
3. Promote Regents Scholarship.
4. Communicate with other groups like employee groups (Senate), Women’s Center, Coalition for a Respectful U.
5. Visibility campaign, especially re: disparity benefits – parental leave (6 weeks for all)

**Design Team Group Focus: FACULTY**

IDEAS FOR IMPLEMENTATION
1. Resource allocation toward pay equity, effective training, devoted FTE to initiative, create an outlet for change, system-wide regular mandated reviews of pay equity.
2. Transparency in process: standardize, create audits, etc.
3. Re-evaluate performance evaluations to drive data
4. Data analytics, data-drive decisions
5. Explore research on bringing infants to work to increase productivity.

“Lots of smart and powerful women. Let’s use our influence to improve the U!”

The University of Minnesota is an equal opportunity educator and employer. To request this document in alternative formats, please contact the Women’s Center at women@umn.edu or 612.625.9837.