TO: The Special Committee on Diversity:

Allison Cryor DiNardo, Chair
Helen E. Dragas
Kevin J. Fay
Frank E. Genovese
William H. Goodwin Jr.
Stephen P. Long, M.D.
Edward D. Miller, M.D.
Linwood H. Rose
Blake E. Blaze
George Keith Martin, Ex-Officio
George M. Cohen, Faculty Consulting Member

and

The Remaining Members of the Board and Senior Advisor:

Frank B. Atkinson
Hunter E. Craig
Marvin W. Gilliam Jr.
John A. Griffin
Victoria D. Harker

Bobbie G. Kilberg
John L. Nau III
Timothy B. Robertson
Leonard W. Sandridge Jr.

FROM: Susan G. Harris

SUBJECT: Minutes of the Meeting of the Special Committee on Diversity on February 21, 2014

The Special Committee on Diversity of the Board of Visitors of the University of Virginia met, in Open Session, at 9:50 a.m., on Friday, February 21, 2014, in the Board Room of The Rotunda; Ms. Allison Cryor DiNardo, Chair, presided.

Present were Kevin J. Fay, Frank E. Genovese, Stephen P. Long, M.D., Linwood H. Rose, and Blake E. Blaze.
Present as well was George M. Cohen, the faculty consulting member.

Also present were Leonard W. Sandridge Jr., Teresa A. Sullivan, John D. Simon, Paul J. Forch, Susan G. Harris, Susan A. Carkeek, Donna Price Henry, Patricia M. Lampkin, David W. Martel, Marcus L. Martin, M.D., Anthony de Bruyn, McGregor McCance, Nancy A. Rivers, Sarah E. Turner, and Debra D. Rinker.

Ms. DiNardo opened the meeting and gave the floor to Dr. Martin.

Report on the Community 2014 Martin Luther King Jr. Celebration

Dr. Marcus Martin said prior to President Sullivan’s arrival to Grounds in August 2010, she asked that the Office for Diversity and Equity develop a community-based strategy for celebrating the life and legacy of Dr. Martin Luther King Jr.

During the past four years, the Community MLK Celebration has provided a unique opportunity for the University to publicly illustrate its commitment to community partnerships around diversity and equity. The theme for the 2014 Community MLK Celebration was “Looking Back, Moving Forward.” More than 25 events were held over the course of two weeks in January, encouraging reflection upon King’s advocacy for civil rights and his efforts to serve mankind widely. These events were very well attended and very much appreciated.

Dr. Martin showed a short video of the events that took place during this two week period.

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Report on the President’s Commission on Slavery and the University (PCSU)

Dr. Martin reported on the founding, charge, and activities of the President’s Commission on Slavery and the University (PCSU).

At a meeting of the President’s Cabinet on April 9, 2013, Dr. Martin made a presentation on slavery and proposed that a commission be formed to further explore the topic. President Sullivan appointed a commission of faculty, students, alumni, and local residents to provide advice and recommendations on the commemoration of the University of Virginia’s historical relationship with slavery and enslaved people. Commission members are Derrick Aldridge, Andrea Douglas, Ishraga Eltahir, Tierney Fairchild, Dorrie Fontaine, Ben Ford, Gertrude Fraser, Gary Gallagher, Patrice Grimes, Walt Heinecke, Mary Hughes, Petrina Jackson, Alex Johnson, Ervin Jordan, Pat Lampkin, Khalifa Lee, Deborah McDowell, Maurie McInnis, Matt Reeves, Tamika Richeson, Susan Stein, Edna Turay, Liz Varon, and Richard Wilson. The co-chairs of the Commission are Dr. Marcus Martin and Kirt von Daacke. Meghan Faulkner provides staff support.

The initiatives of the newly formed commission are: 1) to investigate the interpretation of historically significant buildings/sites related to
slavery at U.Va.; 2) to discuss mutual interests with Monticello and Montpelier; 3) to assist with interpretive/interactive media in the Rotunda Visitor's Center; 4) to propose projects (similar to the Henry Martin plaque) that would educate students, faculty, staff, and visitors about free and enslaved individuals who worked on Grounds; 5) to consider appropriate memorialization including the African American gravesite site adjacent to the University cemetery; and 6) to organize symposia.

Five working groups were formed: 1) Architecture; 2) Collaboration with External Partners; 3) Daily Life; 4) Memorialization; and 5) Gravesites/Commemoration. All of the commission members serve on one or two of these working groups.

From the early 19th Century until the Civil War, slavery was an integral component of the University. Enslaved people terraced the lawn, cleaned up after cadaver dissections, served the students and faculty, and built much of the University. Considered the "original labor force" of the University, slaves were nonetheless vulnerable to abuse. Several memorials have been dedicated to the work and lives of enslaved people on Grounds. Some of the existing memorials are:

A slate marker at the Rotunda honoring the service of free and enslaved workers during the construction of the original buildings. It is an in-ground memorial located in the passage under the south terrace of the Rotunda. It was installed in 2007.

The "Canada" Community - South Lawn memorial that was completed in 2010. It tells the story of a community of free African Americans and their business and social relationships with the University community. It is the site of the Kitty Foster homestead and adjacent African American burial grounds, which are preserved in a one-acre park.

The Henry Martin plaque that was installed in 2012. It honors bellringer and custodian Henry Martin, born in slavery at Monticello in 1826 and worked at the University for 53 years. The in-ground plaque is located near the Chapel. It was proposed and supported by John and Trula Wright and the U.Va. IDEA Fund.

Dr. Martin showed pictures of the newly-discovered African American gravesite. Plans are underway to erect a split-rail fence with stone pillars similar to one at Monticello.

Actions taken by the Commission thus far consist of building infrastructure and developing a website on slavery. They have received approval for a post-doc research position, and developed two advisory boards: the National Advisory Board and the Local Advisory Board. The National Advisory Board consists of invited faculty from Brown, Berkeley, Dartmouth, Emory, George Mason University, MIT, University of Central Florida, University of Alabama, Stanford, William and Mary, and University of North Carolina. These faculty members are viewed as advisors.
The next planned event is a symposium entitled *Universities Confronting the Legacy of Slavery* on October 16 and 17. Dr. Martin said they have invited members from the National Advisory Board to learn from their experiences. Just about every institution mentioned above will have representation. During this time, the University will also plan a gravesite commemoration.

Dr. Martin said the work of the commission will take about three years or more to complete. Ms. DiNardo asked that Dr. Martin report on the outcome of the symposium at the June Board meeting.

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**Faculty Salary Study**

Ms. Sarah Turner gave a report on the process for conducting the faculty salary study. She said the work of the Faculty Salary Study Group started from the premise that equitable compensation contributes to the long-term objective of recruiting and retaining an outstanding faculty. The office of the Provost, in collaboration with the Office for Diversity and Equity and Human Resources, established this faculty task force to conduct a quantitative analysis of faculty salaries. This group was appointed in the fall of 2012 and their work began in earnest in the spring of 2013.

This task force includes academics with expertise in the quantitative social sciences: Silvia Blemker (Biomedical Engineering), Greg Fairchild (Darden), Amalia Miller (Economics), Eric Patashnik (Batten/ Politics), Sara Rimm-Kaufman (Curry School), Rip Verkerke (Law), and Tim Wilson (Psychology). In addition, Gertrude Fraser, Marcus Martin, Susan Carkeek, and Madelyn Wessel have represented administrative/legal units in ex-officio capacities. The task force has met about eight times from the spring of 2013 to the present.

The charge of this group was to measure differences in faculty compensation conditional on field (or academic discipline) and experience. Essentially, the activities of this committee were limited to measuring and forming a base of information to assist the Provost and other academic units in understanding the magnitude of group differences in faculty salaries.

Ms. Turner said the focus of this group is on tenure and tenure track faculty outside the medical school. She reiterated that this effort is an attempt to measure systematic differences in salary among faculty with similar areas of work and experience; this is not a group that is charged with looking at fine-grained differences in salary setting at the level of the individual. As such, she wanted to be clear about the limitations in the scope of the work of this group as noted in the charge:

Because only some of the factors that are known to affect salary can be considered in a quantitative analysis, it is important to note that this committee will be only responsible for the measurement...
phase of the overall initiative to assess the extent of demographic differences in compensation.

Thus, given the measures at their disposal for all faculty, they will examine the magnitude of group differences but will not attribute differences - to the extent they exist - to particular mechanisms such as productivity or salary setting processes.

Progress and Accomplishments to Date:

1. A first piece of the committee was to agree on the methodological and the key analytics the committee wished to review. Their approach is to use regression techniques to "account for" the role of field of specialization, rank and years at the University in compensation.

   The Task Force set about exploring two measurement questions: (1) How much of the overall difference is attributable to experience in the profession and length of service at the University of Virginia? (2) How much of the overall difference is attributable to differences in the representation of men and women in fields where there are large market-determined differences in compensation?

2. The second step was data acquisition: they have received files from the Office of Institutional Assessment on faculty compensation. They initially received this file for the Fall of 2012 and have subsequently received an update to reflect compensation in the Fall of 2013. The data used in this analysis is based on the administrative and personnel records from the University and include information on primary department, salary, rank, years in rank, type of contract (12 month or 9 month). She said it was not a surprise that the heterogeneity in faculty employment relationships creates some complications. For example, they convert faculty salaries to a 9-month basis, so that dollars are represented for a common time interval on the assumption that salaries reported on 12-month contracts should be factored by 9/12. Suffice it to say they have spent a good bit of time understanding the data and making sure complicated cases were treated consistently.

3. The study group reviewed preliminary regression results and has followed up with additional specification checks and revisions to the initial methodology. Overall, the analysis includes salary data for about 910 faculty across the College of Arts & Sciences, the School of Engineering, the Curry School of Education, the School of Architecture, the Batten School of Leadership and Public Policy, the School of Nursing, the Darden School of Business, the McIntire School of Commerce, and the School of Law.

4. The committee is currently hard at work in synthesizing the results and considering how to present this work to the Provost and the broader University community.

From the outset of its work, the committee has underscored the importance of systematic quantitative assessment of salary differences that takes into consideration observed differences in employment relations - particularly rank and field. Ms. Turner said the committee is also
cognizant of the limitations of this type of analysis; it provides a strong frame of reference for identifying differences in compensation among faculty with similar characteristics, but such quantitative analysis does not explain why individuals differ in compensation, and such quantitative analysis, as is noted below, cannot account for the many qualitative differences that can affect salary in individual cases.

The group is in the process of finalizing the analytic presentation and the write-up of the results and presentation.

Timing

Ms. Turner said that Provost Simon and others at the University expect to receive the report before the end of the term. She said Provost Simon and the Board can expect to receive work products from this committee in two forms:

A. A report that provides an overview of the quantitative analysis, discussion of the results and recommendations; and

B. A more detailed paper that includes background material, specification checks, and some discussion of methodological nuance.

Ms. Turner said she expects that the report and its recommendations will be received as the beginning of a process -- not an end in themselves-- that will lead to further examination of institutional processes that impact compensation and productivity.

She said it was worth noting that the delay in producing the report for public distribution is not a function of some great complication, dispute, or problem of analysis. Instead, the delay simply reflects the extent to which there are substantial competing demands on faculty time. For the chair, in particular, leadership of the Economics Department commencing in the summer of 2013 diverted a bit of time away from the Faculty Salary Study.

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On further motion, the committee adjourned at 10:25 a.m.

SGH:ddr
These minutes have been posted to the University of Virginia’s Board of Visitors website. http://www.virginia.edu/bov/specialcommminutes.html