

**Original Fifty Recommendations
The Arizona Board of Regents
Commission on the Status of Women
1991**

RECOMMENDATION 1

A permanent, independent Commission on the Status of Women shall be established at each university to monitor the progress toward equity, help generate strategies for implementing recommendations of the Arizona Board of Regents Commission on the Status of Women, and study and make recommendations on new issues affecting women. These Commissions shall include representatives of the various constituent groups of women employees at each university. They shall meet together periodically to share information and ideas, and each shall hold an annual open meeting to report to their universities.

RECOMMENDATION 2

The presidents of the universities shall report annually to the Arizona Board of Regents on the progress made toward improving the status of women employees during the preceding year and the areas of emphasis for the coming year, using the Regents' Commission's recommendations as a guide for their evaluation of progress, and in collaboration with the university's Commission on the Status of Women. A specific report on progress toward salary equity and gender balance shall be included.

RECOMMENDATION 3

Data bases developed for the Commission shall be maintained at each university and comparable data bases shall be established where they do not presently exist so that the monitoring for gender distribution and compensation equity can be objective and effective. These data shall be available for analysis by each university's Commission on the Status of Women and by other appropriate groups or qualified researchers. Institutional data files for each year shall be left intact so that longitudinal as well as cross-sectional analyses can be undertaken. The data base and the relevant variables, including ethnicity, shall be updated each year in such a way that tracking of individuals across time is possible. In addition, consideration shall be given to identifying and tracking specific salary increments, including cost-of-living adjustments, merit, market and equity adjustments, administrative appointments, and special awards.

RECOMMENDATION 4

A system wide study shall be conducted to analyze the categorization system for appointed personnel. The study shall specifically examine the personnel structure for administrators and professionals simultaneously to ensure uniformity in appropriate terminology. Common nomenclature for positions shall be developed wherever possible to ensure fairness for all personnel.

RECOMMENDATION 5

Each university shall provide on a continuing basis diversity awareness programs through the Affirmative Action Office or some other appropriate entity, for all senior administrators, deans, department heads, and super-visors, that will educate those persons about the breadth of equity issues related to gender bias, the nature and forms of sexual harassment, and the definition of diversity that includes, but is not limited to, gender, race, ethnicity, sexual orientation, age, physical challenge, religion, or place of origin. In addition, participation in such programs shall be prerequisite to service on search, promotion or tenure committees. All other employees shall be encouraged to attend.

RECOMMENDATION 6

The Regents shall request that the universities initiate a series of studies that were beyond the scope of the Commission, and report back their findings. These shall include:

- A study of specialized areas where inequities appear to exist, particularly women in athletics; and
- A study of the status of women students.

RECOMMENDATION 7

An appropriate committee shall be established to review appropriate issues of salary equity and personnel distribution in the Central Office of the University System. Because the status of women employees who are not associated with a university campus was not considered by the Commission, additional study is necessary. The committee will report to the Executive Director of the Board of Regents.

RECOMMENDATION 8

The universities shall increase their efforts to ensure parity between men and women at all levels, pay grades and employment categories. Each university as well as individual departments and units shall set both short-term and long-term goals for the hiring of women, with respect to the appropriate availability pool and actively pursue those goals. Progress shall be such that at least parity is reached by the year 2000. The universities shall review recruitment and hiring guidelines for all employee groups, conduct an analysis of personnel distribution for each job title or salary level, and place priority on rectifying underutilization of women. Departments and programs where there are no women, or where they are significantly underrepresented relative to their availability, shall have a specific recruitment plan, to be considered before the hiring process begins. Where there are differences in the distribution of men and women in various positions and pay grades, specific attention shall be given to explaining and resolving these differences. Resolving differences that cannot be explained by factors other than gender shall have a high priority in future hiring.

RECOMMENDATION 9

Women shall be included in all phases of the hiring process, including but not limited to search committees. All aspects of the process shall reflect the goals of the Commission's study and the interests and needs of women candidates. This will include the use of non-sexist language in the wording of advertisements, dissemination of advertisements in appropriate publications, carefully planned interviews and campus visits that highlight the university's commitment to women.

RECOMMENDATION 10

To keep excellent employees in the competitive environment that exists, each university shall establish and implement policies designed to encourage the retention of those women whom they have successfully recruited. Retention plans shall also include ensuring that internal candidates for position openings in all categories receive attention and consideration equal to that given external candidates.

RECOMMENDATION 11

The universities shall keep objective, complete, and timely data on the number and percentages of employees in all groups who leave the institution, and shall formalize the practice of conducting exit interviews in order to identify reasons and determine if there had been problems of inequitable treatment. This data shall be analyzed and used in making changes where necessary.

RECOMMENDATION 12

Policies pertaining to faculty and professionals denied tenure/continuing status shall be revised so that individuals may be considered for other positions within the university. Policies relating to classified staff who are unsuccessful in their probationary period in a higher position shall be revised so that continuing employment is fostered.

RECOMMENDATION 13

The universities and Board of Regents shall seek legislative approval for sufficient funds to eliminate existing individual differences for which there are no rank, merit, experience-based or other valid justifications (approved and accepted by the university's affirmative action officer.) Determination of individual salary inequities through micro-analysis shall be conducted within appropriate units in each institution and a rationale provided for any apparent disparity in the salaries of men and women within the unit. Elimination of inequities shall be identified by the presidents as having a highest priority in the universities' budget and program requests.

RECOMMENDATION 14

In the future, compensation for all employees shall be reviewed annually for equity, using procedures comparable to those employed in the Commission study of faculty salaries. Salary inequities attributable to gender shall be corrected within one year of their identification. Units in which unjustifiable gender differences persist, in either pay or personnel distribution shall have all hiring activity and salary adjustments monitored by the university until differences are resolved. Determination of individual salary inequities requires micro-level analysis that shall be conducted within appropriate units in each institution. Annual reports shall be made to the affirmative action officer or other official designated by the University president for a period of two years after the differences are resolved.

RECOMMENDATION 15

Since the practice of allocating salary adjustments as a percentage of the previous salary exacerbates existing inequities, legislative action shall be sought to permit alternative plans for allocating salary increments to be developed and implemented.

RECOMMENDATION 16

Compensation for women at initial hire shall be equivalent to male hires with the same qualifications. The department head, dean, or other supervisor shall take responsibility for seeing that a newly hired woman also receives a start-up package of substantially equivalent value (e.g., computer, research assistance, travel, etc.) as a comparable male hire, and that the determination of credit for prior service (toward tenure or continuing status), where applicable, shall be equitable.

RECOMMENDATION 17

The senior academic officer of each university shall examine the salaries of non-tenure eligible personnel to ensure that they are compensated equitably in light of their service to the university and, where applicable, the policy of the Board of Regents. Non-tenure eligible personnel shall be eligible for annual salary adjustments that reflect their experience and value to the university.

RECOMMENDATION 18

The adjustments in classified staff compensation made as a result of the Arthur Young study shall be monitored by the chief human resources officer at each university to ensure that they are gender neutral. In addition, because the new system provides new flexibility, starting salaries within categories shall be monitored to ensure that men and women are treated equitably. Any movement toward gender bias shall be rectified immediately. Proposed changes in the descriptions of classifications shall be fully examined by an appropriate review committee before implementation for their potential impact on gender-related differences in salary or in the relative numbers of women in the category.

RECOMMENDATION 19

The universities shall ensure that adequate and appropriate award and recognition programs are in place on each campus to recognize the excellence and contributions of members of all employee groups, and that such programs reflect the contributions of a diverse workforce. The nominating committees for all awards shall be broadly representative of the diversity of the university, including the full range of university departments and academic disciplines, as well as gender balance and race. The nominating process itself shall be open and the environment shall be one in which women will feel comfortable in advancing their own and others' nominations. The presidents shall be required to report to the Board of Regents on the composition of the nominating committee for all awards, recognition programs, and honorary degrees as well as on the proportion of women receiving these awards.

RECOMMENDATION 20

The criteria used for evaluating Regents' Professor nominees shall reflect excellence in diverse academic areas and the criteria of teaching and professional service shall be considered along with research and scholarly contributions. Because these awards are given in the name of the Board of Regents, the Board shall take an active role in examining the progress being made in the representation of women and minorities and in ensuring that all the values to which the university system is committed are being reflected in these awards.

RECOMMENDATION 21

Each university shall develop institution-wide goals for the advancement of women in all employment categories, and monitor these goals on a regular basis. In addition, a system of advancement shall be developed that will include career ladders from lower to higher levels and from faculty to administration, mentoring, training experiences to prepare women to take on new responsibilities, and a program of developmental leaves.

RECOMMENDATION 22

The universities shall support and fund programs that will assist women to develop within the university system. These may include, but not be limited to, management internship programs, financial assistance to attend workshops on administrative skills, programs for staff in management and supervisory skills, provision of mentors to faculty and staff to offer encouragement from those already established in the system and "cross-training" opportunities that can offer an employee the opportunity for a trial period at a new position by filling in temporarily for a person on leave. In addition, each university shall support networks set up to facilitate women's career development. Clear institutional support for women's associations shall be provided, including regularly scheduled meetings between university administrators and associations' officers to discuss issues, problems and solutions.

RECOMMENDATION 23

The universities shall provide institutional support for women administrators, academic and service professionals, and classified staff to participate in career and professional development programs, and shall support development leaves, providing funds if the employee's department does not have sufficient funding.

RECOMMENDATION 24

The senior academic officer of each university shall monitor the representation of women among the non-tenure eligible pool of faculty, both part-time and full-time, in light of the lack of opportunity for mobility associated with such positions. For those individuals who remain in the pool more than three years, an analysis shall be undertaken to determine whether impediments to career development exist.

RECOMMENDATION 25

The senior academic officer of each university shall be responsible for ensuring the integration of the non-tenure eligible faculty into the intellectual life of the university and their departments including faculty rights, privileges and collegial governance processes.

RECOMMENDATION 26

All employees shall have an annual written performance review, as is currently provided by existing policies, in a manner that is informative, constructive and supportive. All supervisors and administrators shall in turn be evaluated annually and held accountable by their supervisors for implementation of the performance evaluation and the quality of the evaluations performed in the unit under their charge. Units shall review performance evaluation criteria and procedures, with subsequent review at the vice president level, to assure that they are gender neutral and that they provide for consideration and weighting of teaching, research/scholarship, service, and affirmative action, minority recruitment and retention goals, as appropriate to represent a balanced university.

RECOMMENDATION 27

A mandatory, effective, ongoing management training program shall be developed for department heads and other managers and supervisors to ensure that they are all familiar with and understand the importance of the performance evaluation criteria and process to career development. All written and oral communications shall clearly indicate that the primary purpose of performance evaluations is developmental and that the secondary purpose is to make recommendations for salary increases. Goals and specific expectations that encourage professional growth shall be clearly defined.

RECOMMENDATION 28

Appropriate recognition shall be given to all employees for teaching, assisting students, mentoring colleagues, advising and serving on committees when workloads are assigned, performance evaluations completed, tenure/continuing status awarded and promotions made.

RECOMMENDATION 29

The universities shall develop institution wide documents that specify clear criteria for tenure and promotion of faculty in the areas of teaching, research and professional service, and recognize the sometimes hidden components of the entire workload, such as advising students and serving on university committees.

RECOMMENDATION 30

The universities shall require that all department and college level faculty promotion and tenure committees reflect at least gender parity in the disciplines. On occasion, achieving this goal may require utilization of such options as the appointment of trained Affirmative Action representatives who would monitor the process, and "borrowing" a faculty member from another appropriate department or college.

RECOMMENDATION 31

The universities shall develop a process by which faculty in tenure track positions and academic professionals in continuing status track positions, can negotiate reduced appointments with tenure decisions coincident with FTE years of service.

RECOMMENDATION 32

Each university shall have equitable and written leave policies for all categories of employees. Such policies shall not depend for their implementation on the good will of a person in a supervisory position. Each university shall develop and maintain progressive programs and leave policies that recognize that family obligations and work responsibilities are compatible, and that acknowledge the changing nature of the American family, both within a household and in terms of those close familial relationships, extending beyond the household, in which illness places primary responsibility on the employee. The details of such family policies shall be developed with the help of committees including members of those groups most affected by them.

RECOMMENDATION 33

The universities shall continue to develop and enhance flexible personnel policies (which may include such alternatives as flex-time, part-time, job-sharing, staggered shifts, telecommunications and flex-place), long-term care insurance for employees or elderly dependents (to be offered through university benefits), and expanded employee assistance programs (which shall include elder care referral and wellness programs).

RECOMMENDATION 34

Any pregnant employee shall receive a minimum of six weeks of paid "pregnancy leave" for childbirth; and either parent, or both, of a newborn or newly adopted child shall be entitled to a minimum of two weeks of paid "parental leave." Both of these leaves shall be over and above such sick and vacation leave to which the employee may be entitled, at the end of which time she or he will be eligible to access the university's existing leave policies.

RECOMMENDATION 35

Each university shall ensure that quality affordable and accessible child care is available to employees and student parents, either near or on-site. In order to assure quality child care, all campus programs shall seek national accreditation within three years and pay professional salaries to its staff, except in those instances where students are participating in connection with a university program. Sick child care shall also be made available, and resource and referral services shall continue to be provided.

RECOMMENDATION 36

Procedures shall be developed to allow faculty to delay the tenure clock for up to three years, for good reason; that may include, but not be limited to, family care. Delay of the tenure clock need not involve a leave of absence.

RECOMMENDATION 37

The university administrations shall encourage cross-college and cross- departmental dialogue regarding openings into which partners of incoming faculty and staff could be hired. In addition, the universities shall develop a series of strategies to accommodate the career needs of highly qualified "accompanying partners." Information and referral services for "accompanying partners" and potential conflict of interest in cases where both members of a couple are university employees should be carefully considered.

RECOMMENDATION 38

The universities shall acknowledge a definition of diversity that includes, but is not limited to, gender, race, ethnicity, sexual orientation, age, physical challenge, religion and place of origin, and recognize that women of any of a number of diverse groups frequently face "double discrimination."

RECOMMENDATION 39

The universities shall commit to and develop a plan for hiring and retaining women of color. Presidents, vice presidents, deans, department heads, and directors, along with affirmative action officers, shall participate to set the tone, to ensure that a diverse work force in all categories is a central theme to educational quality. Ethnic minority identification shall be kept in the data bases to permit monitoring for progress.

RECOMMENDATION 40

All employees shall be made aware of the services and legal protection provided by the universities to all employees who are physically challenged, including those with "hidden disabilities."

RECOMMENDATION 41

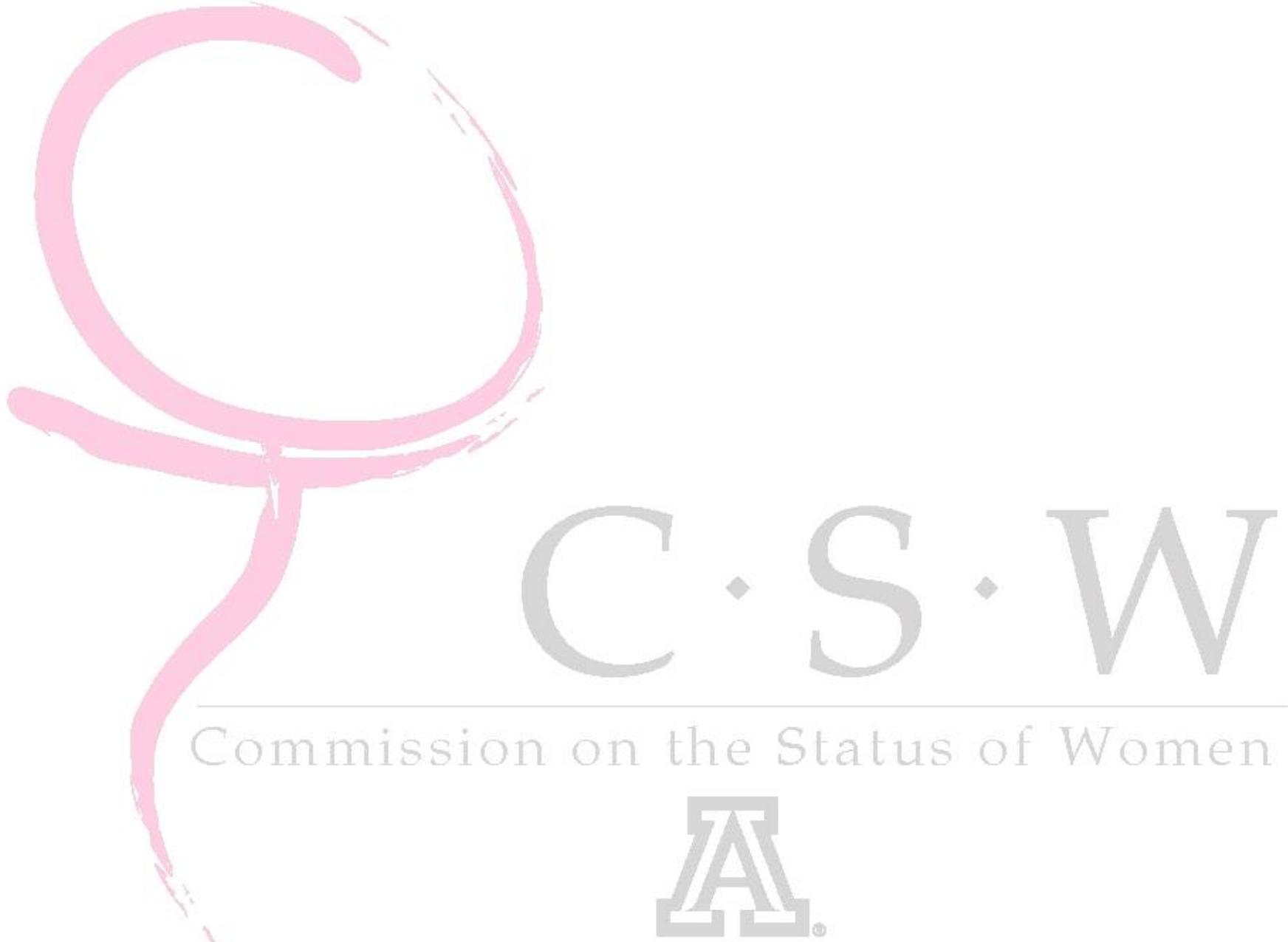
As new facilities are built and standing buildings renovated or repaired, Capital Physical Facilities shall work toward making all areas comfortable and accessible environments for all those who may be physically challenged or may have hidden disabilities.

RECOMMENDATION 42

Each university shall periodically examine its policy against sexual harassment to ensure that it contains; a) a comprehensive and appropriate legal definition of sexual harassment, b) specific disciplinary measures for the harasser where cause is found, as well as disciplinary measures for a supervisor's failure to investigate an alleged violation, c) specific procedural provisions that provide clear guidance for victims, both formal and informal, and provisions for appeal, d) a description of the disciplinary/remedial measures that will be taken where cause is found, e) an assurance of confidentiality, f) a guarantee of protection against reprisals for victims bringing cases and g) a statement regarding amorous relationships.

RECOMMENDATION 43

Each university shall establish a comprehensive mandatory educational training program about sexual harassment for all university officials and employees with management or supervisory responsibilities.



RECOMMENDATION 44

Each university shall continue to assess the extent of the problem of sexual harassment on its campus, as well as the effectiveness of services that are responsible for responding to the victims of sexual assault on its campus, and publicize and disseminate its policy against sexual harassment to all students and employee groups on a regular basis.

RECOMMENDATION 45

Each university shall review its entire safety and security programs to ensure that they provide adequate prevention measures, which shall include, but not be limited to, escort service, security devices, key control policy, strategically located, effective exterior lighting, an emergency reporting telephone system and instructions on campus and pay telephones for obtaining emergency police or fire assistance.

RECOMMENDATION 46

The universities shall develop support structures that will encourage persons to report sexual assaults, including date rape or acquaintance rape; and each university shall ensure that a comprehensive program for assisting victims of sexual assault is available, including protocols for handling sexual assault cases, medical treatment, counseling and therapy, victim advocacy, etc. In addition, each university shall establish a comprehensive data collection system regarding sexual assaults, use the information to develop its campus safety system, and report the number of all cases of sexual assault in written form for campus-wide publication.

RECOMMENDATION 47

The universities shall perform a study of work sites to identify those positions that are at risk for cumulative trauma disorders, positions where employees may be performing jobs where safety depends upon having the appropriate size of work tools or uniforms, or where employees may be exposed to hazardous materials. The universities shall publish standards for safe work sites that shall be utilized in new building design, remodeling or renovation.

RECOMMENDATION 48

Each university shall develop and require orientation classes for employees working in potentially hazardous environments, to provide information about occupational health risks and precautions that can be taken to prevent and reduce such risks.

RECOMMENDATION 49

The universities shall ensure that gender is not a criterion used to prevent women from seeking, being hired for, or retaining university positions, and that every step is taken to provide a safe work environment, particularly for pregnant women.

RECOMMENDATION 50

The Arizona Board of Regents shall create a task force to revisit these topics in five years in a comprehensive system-wide reevaluation of progress made. In the year 2000, there shall be a performance assessment, and thereafter a measure should be taken every five years until it has become unnecessary.

Commission on the Status of Women

