

# FACULTY SALARY EQUITY REVIEW: PROGRESS REPORT

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## BACKGROUND: SALARY EQUITY COMMITTEE AND METHODS

- ▶ **Origins:** The Salary Equity Committee was first established and administered by VP for Academic Affairs Don Lehman; fresh look in 2018 under leadership of then-Vice Provost for Faculty Affairs Chris Bracey
- ▶ **Purpose:** Advance the University's objective of ensuring that faculty salary allocations are based on legitimate factors
- ▶ **Principal Task:** Develop a reliable method of reviewing faculty salaries to initially identify potential salary "outliers"
- ▶ **Follow-on Tasks performed by University Administrators within Provost's Office:**
  - ▶ (1) Solicit from Deans any legitimate factors that may have contributed to any disparity or outlier status; and
  - ▶ (2) Work with schools to adjust salaries for faculty members where warranted

## SALARY EQUITY COMMITTEE – LEGITIMATE FACTORS

- ▶ Market factors at the time of hire
- ▶ Status or rank at the time of hire (e.g., hiring laterally with tenure)
- ▶ Differences in comparable appointment status (e.g., tenured v. regular non-tenured v. specialized)
- ▶ Retention adjustments to salary
- ▶ Special contractual arrangements
- ▶ Other special circumstances, e.g., hire to fill a unique vacancy
- ▶ Productivity issues
- ▶ Any other legitimate factor that might distinguish a particular faculty member from their peers.

## SALARY EQUITY REVIEW – METHODOLOGY

- ▶ Statistical Regression Analysis of Actual Salary by School\* using September 2023 salary data
- ▶ Account for:
  - ▶ Department
  - ▶ Rank
  - ▶ Time in Rank
- ▶ Two Statistical Models
  - ▶ Full (inclusive of all regular faculty)
  - ▶ Excludes faculty hired with tenure
- ▶ Potential outliers = faculty salaries that are greater than one standard deviation from the regression curve

\* CCAS divided into three cohorts: Physical Sciences, Social Sciences, Arts & Humanities

## SALARY EQUITY REVIEW – A CLEAN “DECODED” EXAMPLE

| GWID | Name      | Last_Name | School1 | RankClean     | Department1         | Yrs_In_Ran | Salary    | Tenured_a | Full Model ZRE_1 | Excluded Model ZRE_2 | Intended Adjustment | ZRE_1 Value After Adjustment | ZRE_2 Value After Adjustment | Full Model STD | Excluded Model STD |
|------|-----------|-----------|---------|---------------|---------------------|------------|-----------|-----------|------------------|----------------------|---------------------|------------------------------|------------------------------|----------------|--------------------|
|      | Alex      |           | VET MED | Professor     | SMALL ANIMAL SPEC   | 6.33       | 104059.00 | N         | -2.20            | -2.07                |                     | -2.20                        | -2.47                        | 20199          | 17532.2            |
|      | Barbara   |           | VET MED | Professor     | SMALL ANIMAL SPEC   | 7.33       | 109123.00 | N         | -1.80            | -2.41                |                     | -1.80                        | -2.01                        | 20199          | 17532.2            |
|      | Charles   |           | VET MED | Professor     | SMALL ANIMAL SPEC   | 7.33       | 111800.00 | N         | -1.69            | -1.89                |                     | -1.69                        | -1.89                        | 20199          | 17532.2            |
|      | Dianne    |           | VET MED | Professor     | COMPARATIVE MEDIC   | 6.33       | 137098.00 | N         | -1.61            | -0.71                |                     | -1.61                        | -0.71                        | 20199          | 17532.2            |
|      | Eric      |           | VET MED | Professor     | DIAGNOSTIC AND POI  | 7.33       | 87541.00  | Y         | -1.33            | #NULL!               |                     | -1.33                        | #NULL!                       | 20199          | 17532.2            |
|      | Francesca |           | VET MED | Professor     | INFECTIOUS DISEASES | 5.33       | 107026.00 | N         | -1.16            | -0.29                |                     | -1.16                        | -0.29                        | 20199          | 17532.2            |
|      | Gordon    |           | VET MED | Professor     | SMALL ANIMAL SPEC   | 11.33      | 110319.00 | N         | -0.96            | -1.07                |                     | -0.96                        | -1.07                        | 20199          | 17532.2            |
|      | Helen     |           | VET MED | Professor     | LARGE ANIMAL SPEC   | 5.33       | 102355.00 | N         | -0.95            | -0.50                |                     | -0.95                        | -0.50                        | 20199          | 17532.2            |
|      | Issac     |           | VET MED | Professor     | INFECTIOUS DISEASES | 3.33       | 110150.00 | Y         | -0.94            | #NULL!               |                     | -0.94                        | #NULL!                       | 20199          | 17532.2            |
|      | Joan      |           | VET MED | Professor     | INFECTIOUS DISEASES | 10.50      | 119323.00 | Y         | -0.89            | #NULL!               |                     | -0.89                        | #NULL!                       | 20199          | 17532.2            |
|      | Kurt      |           | VET MED | Professor     | DIAGNOSTIC AND POI  | 26.33      | 98272.54  | N         | -0.85            | -0.87                |                     | -0.85                        | -0.87                        | 20199          | 17532.2            |
|      | Leslie    |           | VET MED | Associate P   | DIAGNOSTIC AND POI  | 5.33       | 90848.00  | N         | -0.84            | -0.94                |                     | -0.84                        | -0.94                        | 20199          | 17532.2            |
|      | Mark      |           | VET MED | Associate P   | SMALL ANIMAL SPEC   | 1.33       | 80009.00  | N         | -0.82            | -0.92                |                     | -0.82                        | -0.92                        | 20199          | 17532.2            |
|      | Nicole    |           | VET MED | Professor     | INFECTIOUS DISEASES | 10.50      | 121263.00 | N         | -0.82            | -0.23                |                     | -0.82                        | -0.23                        | 20199          | 17532.2            |
|      | Otis      |           | VET MED | Associate P   | DIAGNOSTIC AND POI  | 11.33      | 92875.00  | N         | -0.75            | -0.84                |                     | -0.75                        | -0.84                        | 20199          | 17532.2            |
|      | Petra     |           | VET MED | Professor     | INFECTIOUS DISEASES | 10.50      | 126634.00 | N         | -0.60            | 0.02                 |                     | -0.60                        | 0.02                         | 20199          | 17532.2            |
|      | Quincy    |           | VET MED | Professor     | LARGE ANIMAL SPEC   | 10.50      | 117015.00 | N         | -0.56            | -0.18                |                     | -0.56                        | -0.18                        | 20199          | 17532.2            |
|      | Regina    |           | VET MED | Professor     | INFECTIOUS DISEASES | 28.33      | 148498.00 | N         | -0.52            | -1.00                |                     | -0.52                        | -1.00                        | 20199          | 17532.2            |
|      | Steve     |           | VET MED | Professor     | DIAGNOSTIC AND POI  | 11.33      | 107501.00 | N         | -0.46            | -0.96                |                     | -0.46                        | -0.96                        | 20199          | 17532.2            |
|      | Tanya     |           | VET MED | Assistant P   | INFECTIOUS DISEASES | 4.33       | 70487.00  | N         | -0.46            | -0.52                |                     | -0.46                        | -0.52                        | 20199          | 17532.2            |
|      | Urban     |           | VET MED | Professor     | LARGE ANIMAL SPEC   | 22.33      | 131589.00 | N         | -0.44            | -0.31                |                     | -0.44                        | -0.31                        | 20199          | 17532.2            |
|      | Veronica  |           | VET MED | Associate P   | COMPARATIVE MEDIC   | 10.50      | 90305.00  | N         | -0.43            | -0.49                |                     | -0.43                        | -0.49                        | 20199          | 17532.2            |
|      | Walter    |           | VET MED | Professor     | LARGE ANIMAL SPEC   | 20.33      | 131223.00 | N         | -0.38            | -0.19                |                     | -0.38                        | -0.19                        | 20199          | 17532.2            |
|      | Xavier    |           | VET MED | Professor     | COMPARATIVE MEDIC   | 33.50      | 157471.00 | N         | -0.32            | -0.55                |                     | -0.32                        | -0.55                        | 20199          | 17532.2            |
|      | Young     |           | VET MED | Professor     | DIAGNOSTIC AND POI  | 7.33       | 112532.00 | N         | -0.31            | #NULL!               |                     | -0.31                        | #NULL!                       | 20199          | 17532.2            |
|      | Zelda     |           | VET MED | Associate P   | SMALL ANIMAL SPEC   | 7.33       | 92885.00  | N         | -0.32            | -0.32                |                     | -0.32                        | -0.32                        | 20199          | 17532.2            |
|      | Angel     |           | VET MED | Associate P   | PHYSIOLOGY          | 2.33       | 112543.00 | N         | -0.25            | -0.28                |                     | -0.25                        | -0.28                        | 20199          | 17532.2            |
|      | Benson    |           | VET MED | Assistant P   | COMPARATIVE MEDIC   | 5.33       | 76242.00  | N         | -0.25            | -0.28                |                     | -0.25                        | -0.28                        | 20199          | 17532.2            |
|      | Carla     |           | VET MED | Associate P   | INFECTIOUS DISEASES | 5.33       | 98280.00  | N         | -0.24            | -0.17                |                     | -0.24                        | -0.17                        | 20199          | 17532.2            |
|      | David     |           | VET MED | Assistant P   | LARGE ANIMAL SPEC   | 6.33       | 89952.00  | N         | -0.23            | -0.25                |                     | -0.23                        | -0.25                        | 20199          | 17532.2            |
|      | Esther    |           | VET MED | Professor     | DIAGNOSTIC AND POI  | 38.50      | 111981.00 | N         | -0.21            | 0.38                 |                     | -0.21                        | 0.38                         | 20199          | 17532.2            |
|      | Francis   |           | VET MED | Associate P   | SMALL ANIMAL SPEC   | 0.33       | 95695.00  | N         | -0.19            | -0.19                |                     | -0.19                        | -0.19                        | 20199          | 17532.2            |
|      | Gertrude  |           | VET MED | Associate P   | SMALL ANIMAL SPEC   | 24.33      | 92606.00  | N         | -0.17            | -0.19                |                     | -0.17                        | -0.19                        | 20199          | 17532.2            |
|      | Hermoz    |           | VET MED | Associate P   | COMPARATIVE MEDIC   | 11.33      | 98050.00  | N         | -0.16            | -0.18                |                     | -0.16                        | -0.18                        | 20199          | 17532.2            |
|      | Ingrid    |           | VET MED | Associate P   | PHYSIOLOGY          | 8.33       | 108514.00 | N         | -0.13            | -0.16                |                     | -0.13                        | -0.16                        | 20199          | 17532.2            |
|      | Jakub     |           | VET MED | Professor     | DIAGNOSTIC AND POI  | 18.33      | 116221.00 | N         | -0.13            | -0.43                |                     | -0.13                        | -0.43                        | 20199          | 17532.2            |
|      | Karen     |           | VET MED | Associate P   | DIAGNOSTIC AND POI  | 1.33       | 108401.00 | N         | -0.12            | -0.14                |                     | -0.12                        | -0.14                        | 20199          | 17532.2            |
|      | Leon      |           | VET MED | Assistant P   | LARGE ANIMAL SPEC   | 0.42       | 101500.00 | N         | -0.12            | -0.11                |                     | -0.12                        | -0.11                        | 20199          | 17532.2            |
|      | Molly     |           | VET MED | Associate P   | LARGE ANIMAL SPEC   | 3.33       | 102787.00 | N         | -0.11            | -0.12                |                     | -0.11                        | -0.12                        | 20199          | 17532.2            |
|      | Nemo      |           | VET MED | Associate P   | COMPARATIVE MEDIC   | 5.33       | 92382.00  | N         | -0.10            | -0.12                |                     | -0.10                        | -0.12                        | 20199          | 17532.2            |
|      | Ophelia   |           | VET MED | Assistant P   | SMALL ANIMAL SPEC   | 1.42       | 89349.00  | N         | -0.09            | -0.10                |                     | -0.09                        | -0.10                        | 20199          | 17532.2            |
|      | Percy     |           | VET MED | Associate P   | INFECTIOUS DISEASES | 9.33       | 104772.00 | N         | -0.08            | -0.09                |                     | -0.08                        | -0.09                        | 20199          | 17532.2            |
|      | Quinn     |           | VET MED | Assistant P   | SMALL ANIMAL SPEC   | 5.33       | 86587.00  | N         | -0.07            | -0.08                |                     | -0.07                        | -0.08                        | 20199          | 17532.2            |
|      | Roger     |           | VET MED | Assistant P   | INFECTIOUS DISEASES | 2.42       | 82824.00  | N         | -0.08            | -0.08                |                     | -0.08                        | -0.08                        | 20199          | 17532.2            |
|      | Selena    |           | VET MED | Professor     | LARGE ANIMAL SPEC   | 1.33       | 120289.00 | N         | -0.06            | 0.59                 |                     | -0.06                        | 0.59                         | 20199          | 17532.2            |
|      | Thomas    |           | VET MED | Assistant P   | COMPARATIVE MEDIC   | 0.42       | 82000.00  | N         | -0.06            | -0.07                |                     | -0.06                        | -0.07                        | 20199          | 17532.2            |
|      | Ursula    |           | VET MED | Professor     | COMPARATIVE MEDIC   | 24.33      | 167563.00 | N         | -0.06            | -0.17                |                     | -0.06                        | -0.17                        | 20199          | 17532.2            |
|      | Vernon    |           | VET MED | Assistant P   | INFECTIOUS DISEASES | 11.33      | 70651.00  | N         | -0.06            | -0.06                |                     | -0.06                        | -0.06                        | 20199          | 17532.2            |
|      | Wendy     |           | VET MED | Associate P   | INFECTIOUS DISEASES | 0.33       | 91919.00  | N         | -0.05            | -0.06                |                     | -0.05                        | -0.06                        | 20199          | 17532.2            |
|      | Xander    |           | VET MED | Assistant P   | DIAGNOSTIC AND POI  | 0.42       | 85000.00  | N         | -0.05            | -0.05                |                     | -0.05                        | -0.05                        | 20199          | 17532.2            |
|      | Yasmin    |           | VET MED | Assistant P   | DIAGNOSTIC AND POI  | 4.33       | 91971.00  | N         | -0.05            | -0.05                |                     | -0.05                        | -0.05                        | 20199          | 17532.2            |
|      | Zane      |           | VET MED | Professor     | PHYSIOLOGY          | 5.50       | 144098.04 | N         | -0.05            | 0.00                 |                     | -0.05                        | 0.00                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Associate P   | SMALL ANIMAL SPEC   | 1.00       | 80000.00  | N         | -0.04            | -0.04                |                     | -0.04                        | -0.04                        | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Professor     | PHYSIOLOGY          | 27.33      | 104566.00 | N         | -0.04            | 0.00                 |                     | -0.04                        | 0.00                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Assistant P   | COMPARATIVE MEDIC   | 5.33       | 81838.00  | N         | -0.04            | -0.04                |                     | -0.04                        | -0.04                        | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Assistant P   | INFECTIOUS DISEASES | 2.00       | 84493.00  | N         | -0.04            | -0.04                |                     | -0.04                        | -0.04                        | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Assistant P   | PHYSIOLOGY          | 4.25       | 100979.00 | N         | 0.00             | 0.00                 |                     | 0.00                         | 0.00                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Special Ser   | INFECTIOUS DISEASES | 4.33       | 65454.48  | N         | 0.00             | 0.00                 |                     | 0.00                         | 0.00                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Assistant P   | SMALL ANIMAL SPEC   | 3.33       | 82503.00  | N         | 0.00             | 0.00                 |                     | 0.00                         | 0.00                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Professor     | LARGE ANIMAL SPEC   | 14.33      | 134810.00 | N         | 0.01             | 0.38                 |                     | 0.01                         | 0.38                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Associate P   | LARGE ANIMAL SPEC   | 21.33      | 77162.00  | N         | 0.01             | 0.01                 |                     | 0.01                         | 0.01                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Associate P   | PHYSIOLOGY          | 37.00      | 80360.00  | N         | 0.02             | 0.03                 |                     | 0.02                         | 0.03                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Assistant P   | COMPARATIVE MEDIC   | 1.42       | 83752.00  | N         | 0.02             | 0.02                 |                     | 0.02                         | 0.02                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Assistant P   | SMALL ANIMAL SPEC   | 2.33       | 91543.00  | N         | 0.03             | 0.03                 |                     | 0.03                         | 0.03                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Assistant P   | INFECTIOUS DISEASES | 1.42       | 86700.00  | N         | 0.03             | 0.03                 |                     | 0.03                         | 0.03                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Assistant P   | COMPARATIVE MEDIC   | 2.42       | 83954.00  | N         | 0.03             | 0.04                 |                     | 0.03                         | 0.04                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Associate P   | SMALL ANIMAL SPEC   | 0.33       | 101394.00 | N         | 0.04             | 0.05                 |                     | 0.04                         | 0.05                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Associate P   | INFECTIOUS DISEASES | 3.33       | 98860.00  | N         | 0.05             | 0.05                 |                     | 0.05                         | 0.05                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Associate P   | SMALL ANIMAL SPEC   | 25.33      | 97878.00  | N         | 0.05             | 0.06                 |                     | 0.05                         | 0.06                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Professor     | LARGE ANIMAL SPEC   | 0.33       | 122377.00 | Y         | 0.06             | #NULL!               |                     | 0.06                         | #NULL!                       | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Assistant P   | INFECTIOUS DISEASES | 4.33       | 83470.00  | N         | 0.07             | 0.07                 |                     | 0.07                         | 0.07                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Assistant P   | INFECTIOUS DISEASES | 5.00       | 82914.00  | N         | 0.08             | 0.09                 |                     | 0.08                         | 0.09                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Professor     | PHYSIOLOGY          | 15.50      | 129211.23 | Y         | 0.09             | #NULL!               |                     | 0.09                         | #NULL!                       | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Assistant P   | DIAGNOSTIC AND POI  | 2.33       | 92012.00  | N         | 0.10             | 0.10                 |                     | 0.10                         | 0.10                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Assistant P   | COMPARATIVE MEDIC   | 4.33       | 86075.00  | N         | 0.13             | 0.14                 |                     | 0.13                         | 0.14                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Assistant P   | INFECTIOUS DISEASES | 3.83       | 85729.00  | N         | 0.13             | 0.14                 |                     | 0.13                         | 0.14                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Associate P   | COMPARATIVE MEDIC   | 6.33       | 99349.00  | N         | 0.13             | 0.15                 |                     | 0.13                         | 0.15                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Associate P   | LARGE ANIMAL SPEC   | 3.33       | 108660.00 | N         | 0.13             | 0.15                 |                     | 0.13                         | 0.15                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Assistant P   | SMALL ANIMAL SPEC   | 3.33       | 93411.00  | N         | 0.14             | 0.15                 |                     | 0.14                         | 0.15                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Associate P   | INFECTIOUS DISEASES | 11.33      | 98283.00  | N         | 0.14             | 0.16                 |                     | 0.14                         | 0.16                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Assistant P   | LARGE ANIMAL SPEC   | 5.00       | 101406.00 | N         | 0.16             | 0.18                 |                     | 0.16                         | 0.18                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Assistant P   | COMPARATIVE MEDIC   | 5.33       | 86946.00  | N         | 0.17             | 0.19                 |                     | 0.17                         | 0.19                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Assistant P   | LARGE ANIMAL SPEC   | 3.33       | 103927.00 | N         | 0.17             | 0.19                 |                     | 0.17                         | 0.19                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Associate P   | INFECTIOUS DISEASES | 9.33       | 111018.00 | N         | 0.18             | 0.20                 |                     | 0.18                         | 0.20                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Associate P   | COMPARATIVE MEDIC   | 3.33       | 97853.00  | N         | 0.21             | 0.24                 |                     | 0.21                         | 0.24                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Associate P   | DIAGNOSTIC AND POI  | 5.33       | 116847.00 | N         | 0.22             | 0.25                 |                     | 0.22                         | 0.25                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Associate P   | SMALL ANIMAL SPEC   | 1.42       | 84110.00  | N         | 0.24             | 0.24                 |                     | 0.24                         | 0.24                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Professor     | LARGE ANIMAL SPEC   | 4.33       | 131211.00 | Y         | 0.26             | #NULL!               |                     | 0.26                         | #NULL!                       | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Associate P   | SMALL ANIMAL SPEC   | 6.33       | 106707.00 | N         | 0.27             | 0.30                 |                     | 0.27                         | 0.30                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Assistant P   | INFECTIOUS DISEASES | 5.00       | 81005.00  | N         | 0.31             | 0.35                 |                     | 0.31                         | 0.35                         | 20199          | 17532.2            |
|      | xxxx      |           | VET MED | Associate P</ |                     |            |           |           |                  |                      |                     |                              |                              |                |                    |

## SALARY EQUITY REVIEW – CLEAN “DECODED” EXAMPLE ZOOM 1

| GWID | First_Midd Last_Nar | School1 | RankClean   | Department1         | Yrs_in_Ran | Salary    | Tenured_a | Full Model ZRE_1 | Excluded Model ZRE_2 | Intended Adjustment |
|------|---------------------|---------|-------------|---------------------|------------|-----------|-----------|------------------|----------------------|---------------------|
|      | Alex                | VET MED | Professor   | SMALL ANIMAL SPEC   | 6.33       | 104059.00 | N         | -2.20            | -2.47                |                     |
|      | Barbara             | VET MED | Professor   | SMALL ANIMAL SPEC   | 7.33       | 109123.00 | N         | -1.80            | -2.01                |                     |
|      | Charles             | VET MED | Professor   | SMALL ANIMAL SPEC   | 7.33       | 111800.00 | N         | -1.69            | -1.89                |                     |
|      | Dianne              | VET MED | Professor   | COMPARATIVE MEDIC   | 6.33       | 137098.00 | N         | -1.61            | -0.71                |                     |
|      | Eric                | VET MED | Professor   | DIAGNOSTIC AND POF  | 7.33       | 87541.00  | Y         | -1.33            | #NULL!               |                     |
|      | Francesca           | VET MED | Professor   | INFECTIOUS DISEASES | 5.33       | 107026.00 | N         | -1.16            | -0.29                |                     |
|      | Gordon              | VET MED | Professor   | SMALL ANIMAL SPEC   | 11.33      | 110319.00 | N         | -0.96            | -1.07                |                     |
|      | Helen               | VET MED | Professor   | LARGE ANIMAL SPEC   | 5.33       | 102355.00 | N         | -0.95            | -0.50                |                     |
|      | Issac               | VET MED | Professor   | INFECTIOUS DISEASES | 3.33       | 110150.00 | Y         | -0.94            | #NULL!               |                     |
|      | Joan                | VET MED | Professor   | INFECTIOUS DISEASES | 10.50      | 119328.00 | Y         | -0.89            | #NULL!               |                     |
|      | Kurt                | VET MED | Professor   | DIAGNOSTIC AND POF  | 26.33      | 98272.54  | N         | -0.85            | -0.87                |                     |
|      | Leslie              | VET MED | Associate P | DIAGNOSTIC AND POF  | 5.33       | 90848.00  | N         | -0.84            | -0.94                |                     |
|      | Mark                | VET MED | Associate P | SMALL ANIMAL SPEC   | 1.33       | 80009.00  | N         | -0.82            | -0.92                |                     |
|      | Nicole              | VET MED | Professor   | INFECTIOUS DISEASES | 10.50      | 121263.00 | N         | -0.82            | -0.23                |                     |
|      | Otis                | VET MED | Associate P | DIAGNOSTIC AND POF  | 11.33      | 92875.00  | N         | -0.75            | -0.84                |                     |
|      | Petra               | VET MED | Professor   | INFECTIOUS DISEASES | 10.50      | 126634.00 | N         | -0.60            | 0.02                 |                     |
|      | Quincy              | VET MED | Professor   | LARGE ANIMAL SPEC   | 10.50      | 117015.00 | N         | -0.56            | -0.18                |                     |
|      | Regina              | VET MED | Professor   | INFECTIOUS DISEASES | 28.33      | 148498.00 | N         | -0.52            | -1.00                |                     |

## SALARY EQUITY REVIEW – UPDATE

- ▶ Sept. 2023 – SMHS (HS Only), SON and SPH
  - ▶ SMHS – 3 outliers, 1 adjustment
  - ▶ SON – 7 outliers; 3 adjustments
  - ▶ SPH – 14 outliers; 5 adjustments
  
- ▶ Sept. 2023– CCAS, ESIA, LAW, GWSB, GSEHD, SEAS (CPS excluded)
  - ▶ CCAS – 27 outliers (\*10 Phys., 7 Soc., 10 Hum.); 4 adjustments
  - ▶ ESIA – 10 outliers; 5 adjustments
  - ▶ LAW – 7 outliers; 3 adjustments
  - ▶ GWSB – 7 outliers; 7 adjustments
  - ▶ GSEHD – 4 outliers; 5 adjustments
  - ▶ SEAS – 5 outliers; 4 adjustments

\* CCAS divided into three cohorts: Physical Sciences, Social Sciences, Arts & Humanities

- ▶ Strategic Direction
  - ▶ Better understanding of the reasons for outlier status; build more complete picture
  - ▶ Improved mentorship/advocacy of department chairs and deans
  - ▶ Review methodology
  - ▶ Additional variables or complementary analyses



## CONTACT INFO

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