

THE SALARY EQUITY COMMITTEE PROGRESS REPORT

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Vice Provost for Faculty Affairs and Professor of Law

October 12, 2018

- ▶ **Origins:** The Salary Equity Committee was first established and administered by VP for Academic Affairs Don Lehman
- ▶ **Purpose:** Advance the University's objective of ensuring that faculty salary allocations are based upon 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 Academic Affairs/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 his/her peers.

- ▶ Committee Re-composition. The Committee members were appointed in consultation with the Faculty Senate and include: Prof. Senay Agca (GWSB); Prof. Erin Chapman (CCAS); Prof. Dylan Conger (CCAS/TSPPPA); Prof. Joe Cordes (CCAS/TSPPA); Prof. Philip Wirtz (GWSB)
- ▶ Leverage University Resources. Dr. Eric Yang (Office of Institutional Research); and Prof. Chris Bracey, (Vice Provost for Faculty Affairs)
- ▶ Time Compression and Improved Efficiency. Initial set of weekly committee meetings to hammer out methodology; administrative task timeline established to roughly coincide with faculty merit cycle.

SALARY EQUITY REVIEW – LITERATURE REVIEW AND PEER INSTITUTION STUDIES

- ▶ Lois Haignere, *Paychecks: A Guide to Conducting Salary-Equity Studies for Higher Education Faculty* (2nd Ed AAUP 2002)
- ▶ Using Market Ratio Factor in Faculty Salary Equity Studies, *The AIR Professional File* (Assoc. for Institutional Research, No. 103, Spring 2007)
- ▶ Celia Allard, *Assessing Faculty Salary Equity, The AIR Professional File* (Assoc. for Institutional Research, No. 20, Fall 1984)
- ▶ Salary Equity Study: Syracuse University (2017)
- ▶ Salary Equity Study: University of California – Berkeley (2015, 2016, and 2017)
- ▶ Salary Equity Study: University of California – San Francisco (2017)
- ▶ Salary Equity Study: University of Central Florida (2017)

SALARY EQUITY REVIEW – METHODOLOGY

- ▶ Statistical Regression Analysis of Actual Salary by School* using January 2018 salary data

- ▶ Three-way interaction
 - ▶ 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

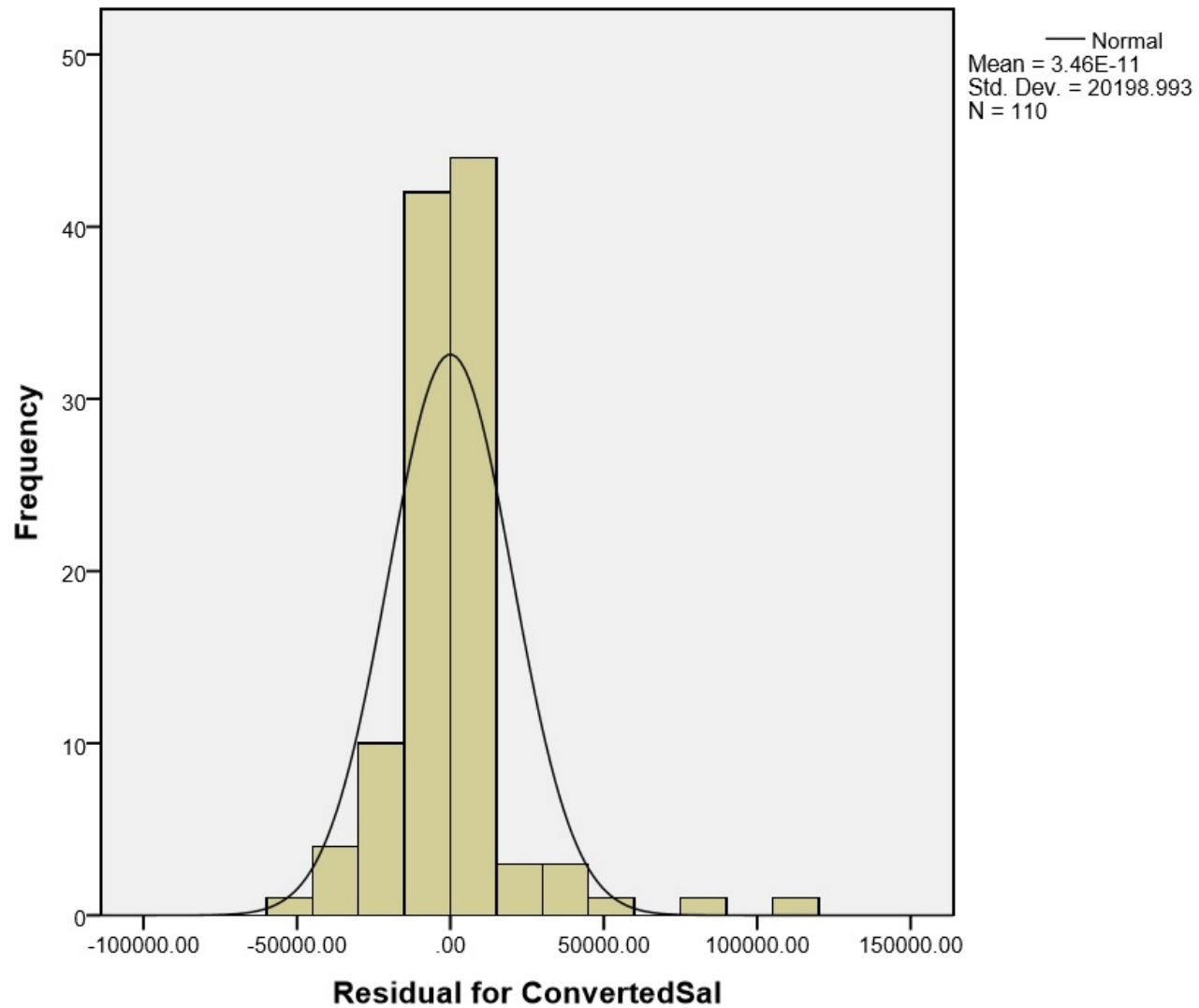
* CCAS divided into three cohorts: Physical Sciences, Social Sciences, Arts & Humanities

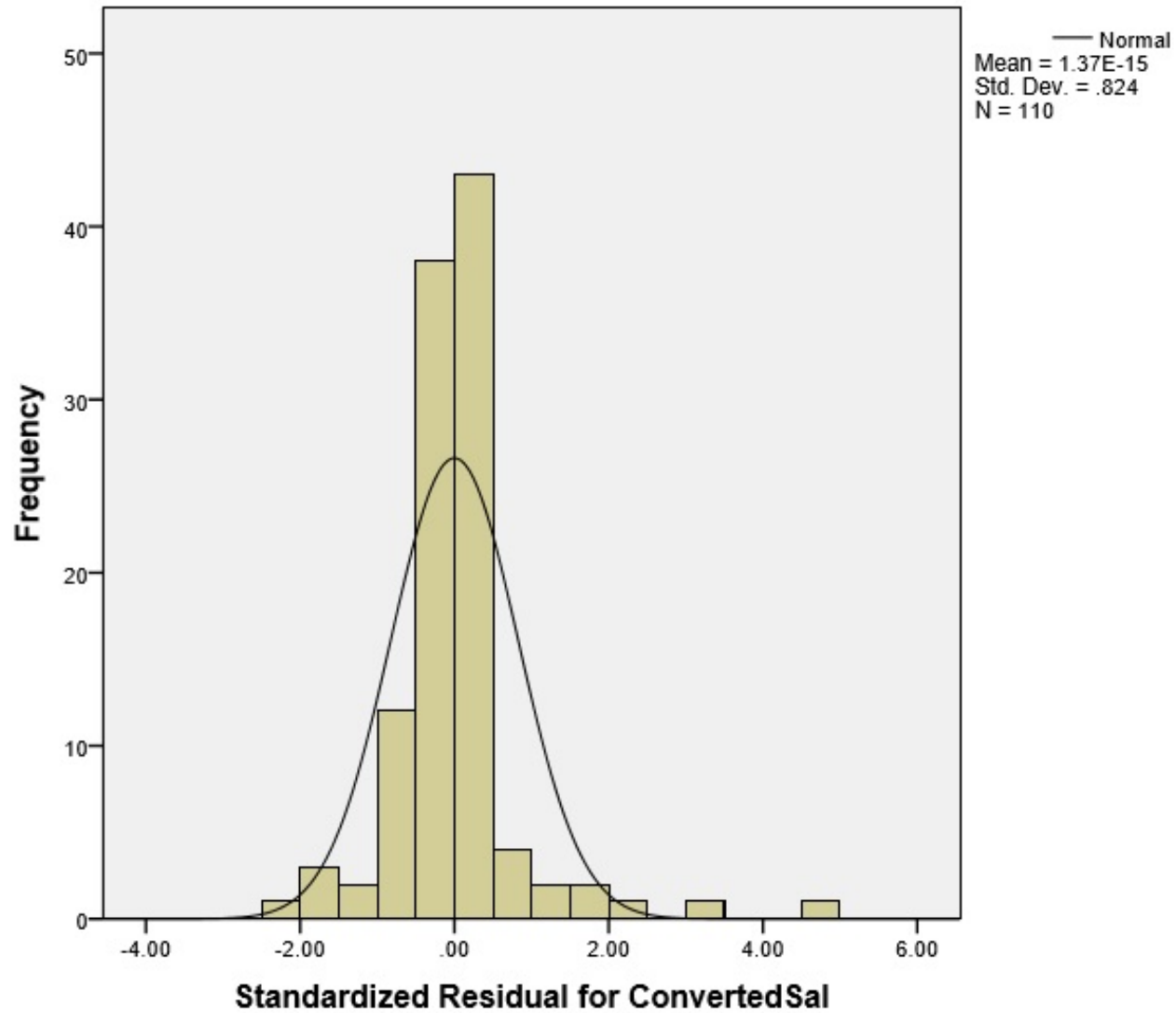
Univariate Analysis of Variance

[DD_CCAS_03]

Between-Subjects Factors

		N
RankClean	Assistant Professor	29
	Associate Professor	36
	Professor	44
	Special Service	1
Department1	BIOLOGICAL SCI	25
	CHEMISTRY	18
	FORENSIC SCIENCE	8
	MATHEMATICS	20
	PHYSICS	20
	STATISTICS	19



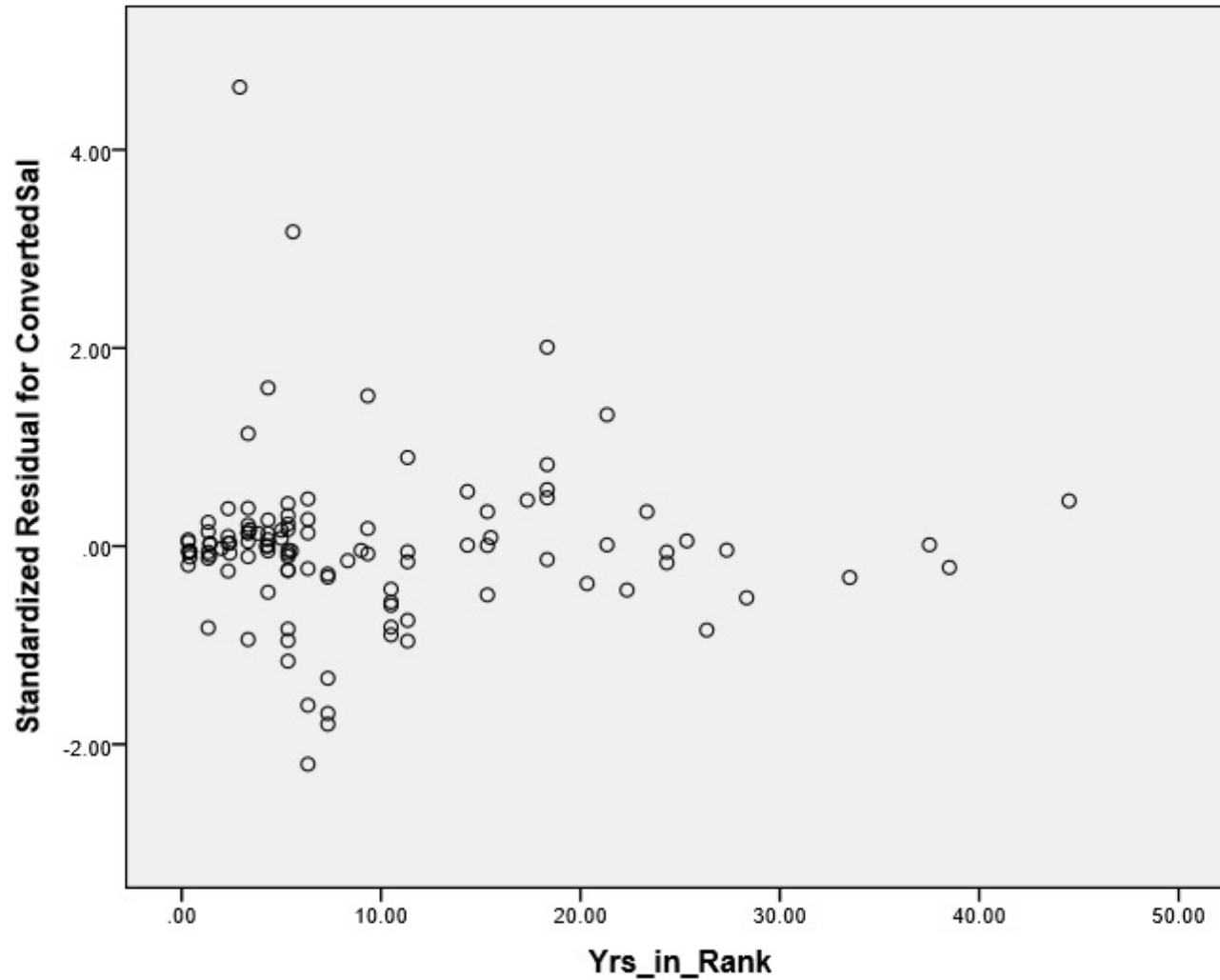


Case Processing Summary

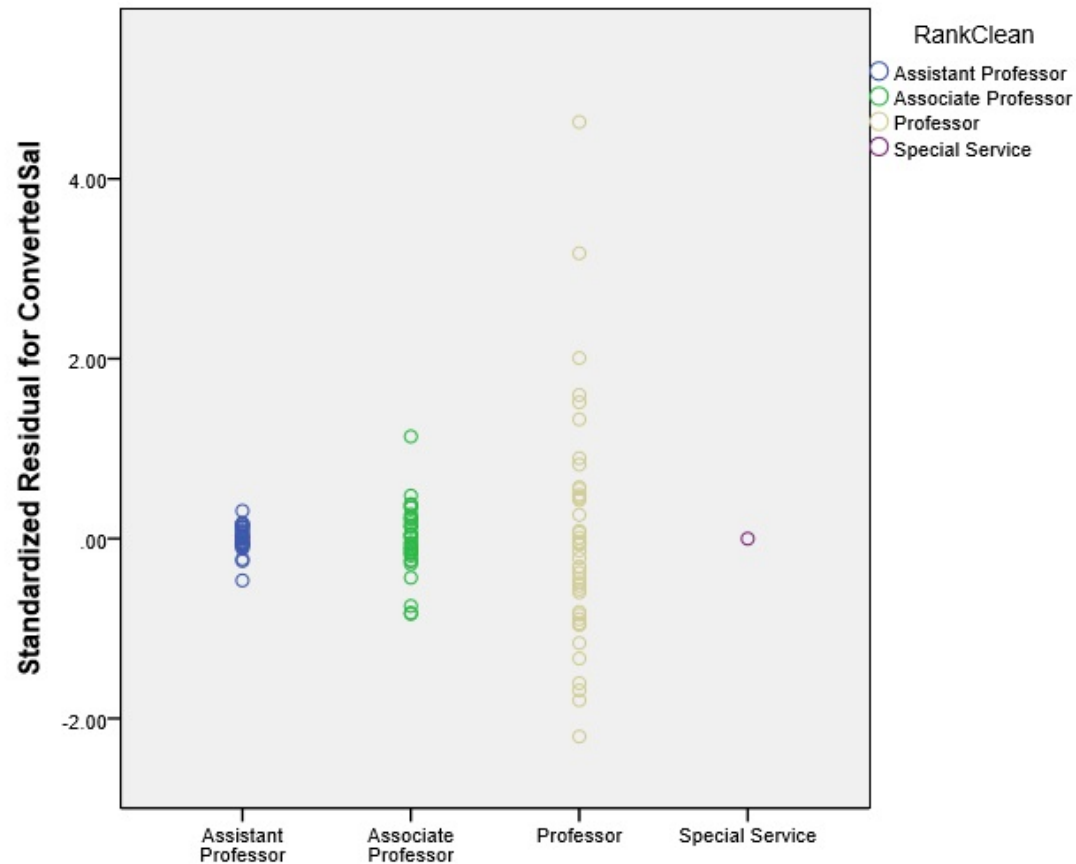
	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Residual for ConvertedSal	110	100.0%	0	0.0%	110	100.0%

Descriptives

		Statistic	Std. Error	
Residual for ConvertedSal	Mean	.0000	1925.89845	
	95% Confidence Interval for Mean	Lower Bound	-3817.0681	
		Upper Bound	3817.0681	
	5% Trimmed Mean	-1087.3444		
	Median	-758.4022		
	Variance	407999333.4		
	Std. Deviation	20198.99338		
	Minimum	-53929.90		
	Maximum	113562.39		
	Range	167492.29		
	Interquartile Range	10283.05		
	Skewness	1.952	.230	
	Kurtosis	10.707	.457	



GGraph



		ZRE_1_Range				
		2-(-2.5, -2)	3-(-2, -1.5)	4-(-1.5, -1)	5-(-1, -0.5)	6-(-0.5, 0)
		Count	Count	Count	Count	Count
RankClean	Assistant Professor	0	0	0	0	13
	Associate Professor	0	0	0	3	14
	Professor	1	3	2	9	11

SALARY EQUITY REVIEW – A CLEAN “DECODED” EXAMPLE

GWID	Name	Last_Name	School1	Rank	Clean	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			Professor		SMALL ANIMAL SPEC	6.33	104059.00	N	-2.20	-2.47		-2.20	-2.47	20199	17532.2
	Barbara			Professor		SMALL ANIMAL SPEC	7.33	109123.00	N	-1.80	-2.01		-1.80	-2.01	20199	17532.2
	Charles			Professor		SMALL ANIMAL SPEC	7.33	111800.00	N	-1.69	-1.89		-1.69	-1.89	20199	17532.2
	Dianne			Professor		COMPARATIVE MEDIC	6.33	137099.00	N	-1.61	-0.71		-1.61	-0.71	20199	17532.2
	Eric			Professor		DIAGNOSTIC AND POI	7.33	87541.00	Y	-1.33	#NULL!		-1.33	#NULL!	20199	17532.2
	Francesca			Professor		INFECTIOUS DISEASES	5.33	107026.00	N	-1.16	-0.29		-1.16	-0.29	20199	17532.2
	Gordon			Professor		SMALL ANIMAL SPEC	11.33	110319.00	N	-0.96	-1.07		-0.96	-1.07	20199	17532.2
	Helen			Professor		LARGE ANIMAL SPEC	5.33	102355.00	N	-0.95	-0.50		-0.95	-0.50	20199	17532.2
	Issac			Professor		INFECTIOUS DISEASES	3.33	110150.00	Y	-0.94	#NULL!		-0.94	#NULL!	20199	17532.2
	Jan			Professor		INFECTIOUS DISEASES	10.50	119329.00	Y	-0.89	#NULL!		-0.89	#NULL!	20199	17532.2
	Kurt			Professor		DIAGNOSTIC AND POI	26.33	98272.54	N	-0.85	-0.87		-0.85	-0.87	20199	17532.2
	Leslie			Associate P		DIAGNOSTIC AND POI	5.33	90848.00	N	-0.84	-0.94		-0.84	-0.94	20199	17532.2
	Mark			Associate P		SMALL ANIMAL SPEC	1.33	80009.00	N	-0.82	-0.92		-0.82	-0.92	20199	17532.2
	Nicole			Professor		INFECTIOUS DISEASES	10.50	121263.00	N	-0.82	-0.23		-0.82	-0.23	20199	17532.2
	Otis			Associate P		DIAGNOSTIC AND POI	11.33	92875.00	N	-0.75	-0.84		-0.75	-0.84	20199	17532.2
	Petra			Professor		INFECTIOUS DISEASES	10.50	126634.00	N	-0.60	0.02		-0.60	0.02	20199	17532.2
	Quincy			Professor		LARGE ANIMAL SPEC	10.50	117015.00	N	-0.56	-0.18		-0.56	-0.18	20199	17532.2
	Regina			Professor		INFECTIOUS DISEASES	28.33	148498.00	N	-0.52	-1.00		-0.52	-1.00	20199	17532.2
	Steve			Professor		DIAGNOSTIC AND POI	15.33	107654.00	N	-0.49	-0.96		-0.49	-0.96	20199	17532.2
	Tanya			Assistant P		INFECTIOUS DISEASES	4.33	70487.00	N	-0.46	-0.52		-0.46	-0.52	20199	17532.2
	Urban			Professor		LARGE ANIMAL SPEC	22.33	131589.00	N	-0.44	-0.31		-0.44	-0.31	20199	17532.2
	Veronica			Associate P		COMPARATIVE MEDIC	10.50	90305.00	N	-0.43	-0.49		-0.43	-0.49	20199	17532.2
	Walter			Professor		LARGE ANIMAL SPEC	20.33	131223.00	N	-0.38	-0.19		-0.38	-0.19	20199	17532.2
	Xavier			Professor		COMPARATIVE MEDIC	33.50	157471.00	N	-0.32	-0.55		-0.32	-0.55	20199	17532.2
	Young			Professor		DIAGNOSTIC AND POI	7.33	112537.00	Y	-0.31	#NULL!		-0.31	#NULL!	20199	17532.2
	Zelda			Associate P		SMALL ANIMAL SPEC	7.33	92385.00	N	-0.28	-0.32		-0.28	-0.32	20199	17532.2
	Angel			Associate P		PHYSIOLOGY	2.33	112543.00	N	-0.25	-0.28		-0.25	-0.28	20199	17532.2
	Benson			Assistant P		COMPARATIVE MEDIC	5.33	76747.00	N	-0.25	-0.28		-0.25	-0.28	20199	17532.2
	Carla			Associate P		INFECTIOUS DISEASES	5.33	94820.00	N	-0.24	-0.27		-0.24	-0.27	20199	17532.2
	David			Assistant P		LARGE ANIMAL SPEC	6.33	89952.00	N	-0.23	-0.25		-0.23	-0.25	20199	17532.2
	Esther			Professor		DIAGNOSTIC AND POI	38.50	117981.00	N	-0.21	0.38		-0.21	0.38	20199	17532.2
	Francis			Associate P		SMALL ANIMAL SPEC	4.33	95699.00	N	-0.19	-0.13		-0.19	-0.13	20199	17532.2
	Gertrude			Associate P		SMALL ANIMAL SPEC	24.33	92606.00	N	-0.17	-0.19		-0.17	-0.19	20199	17532.2
	Hormoz			Associate P		COMPARATIVE MEDIC	11.33	90050.00	N	-0.16	-0.18		-0.16	-0.18	20199	17532.2
	Ingrid			Associate P		PHYSIOLOGY	8.33	108137.00	N	-0.15	-0.13		-0.15	-0.13	20199	17532.2
	Jakub			Professor		DIAGNOSTIC AND POI	18.33	116221.00	N	-0.13	-0.43		-0.13	-0.43	20199	17532.2
	Karen			Associate P		DIAGNOSTIC AND POI	1.33	108441.00	N	-0.13	-0.14		-0.13	-0.14	20199	17532.2
	Leon			Assistant P		LARGE ANIMAL SPEC	0.43	101500.00	N	-0.11	-0.11		-0.11	-0.11	20199	17532.2
	Molly			Associate P		LARGE ANIMAL SPEC	3.33	102787.00	N	-0.11	-0.12		-0.11	-0.12	20199	17532.2
	Nemo			Associate P		COMPARATIVE MEDIC	5.33	92382.00	N	-0.10	-0.12		-0.10	-0.12	20199	17532.2
	Ophelia			Assistant P		SMALL ANIMAL SPEC	1.42	89349.00	N	-0.09	-0.10		-0.09	-0.10	20199	17532.2
	Percy			Associate P		INFECTIOUS DISEASES	9.33	104772.00	N	-0.08	-0.09		-0.08	-0.09	20199	17532.2
	Quinn			Assistant P		SMALL ANIMAL SPEC	5.33	86587.00	N	-0.07	-0.08		-0.07	-0.08	20199	17532.2
	Roger			Assistant P		INFECTIOUS DISEASES	1.42	82824.00	N	-0.07	-0.08		-0.07	-0.08	20199	17532.2
	Selena			Professor		LARGE ANIMAL SPEC	1.33	120289.00	N	-0.06	0.59		-0.06	0.59	20199	17532.2
	Thomas			Assistant P		COMPARATIVE MEDIC	0.42	82000.00	N	-0.06	-0.07		-0.06	-0.07	20199	17532.2
	Ursula			Professor		COMPARATIVE MEDIC	24.33	167519.00	N	-0.06	-0.16		-0.06	-0.16	20199	17532.2
	Vernon			Assistant P		INFECTIOUS DISEASES	11.33	70651.00	N	-0.06	-0.06		-0.06	-0.06	20199	17532.2
	Wendy			Associate P		INFECTIOUS DISEASES	0.33	91919.00	N	-0.05	-0.06		-0.05	-0.06	20199	17532.2
	Xander			Assistant P		DIAGNOSTIC AND POI	0.42	85006.00	N	-0.05	-0.06		-0.05	-0.06	20199	17532.2
	Yasmin			Assistant P		DIAGNOSTIC AND POI	4.33	91971.00	N	-0.05	-0.05		-0.05	-0.05	20199	17532.2
	Zane			Professor		PHYSIOLOGY	5.50	144098.04	N	-0.05	0.00		-0.05	0.00	20199	17532.2
	xxxx			Associate P		LARGE ANIMAL SPEC	9.33	95348.00	N	-0.04	0.00		-0.04	0.00	20199	17532.2
	xxxx			Professor		PHYSIOLOGY	27.33	104566.00	N	-0.04	0.00		-0.04	0.00	20199	17532.2
	xxxx			Assistant P		COMPARATIVE MEDIC	5.33	81838.00	N	-0.04	-0.04		-0.04	-0.04	20199	17532.2
	xxxx			Assistant P		INFECTIOUS DISEASES	2.33	82599.00	N	-0.04	-0.04		-0.04	-0.04	20199	17532.2
	xxxx			Assistant P		PHYSIOLOGY	4.25	100979.00	N	0.00	0.00		0.00	0.00	20199	17532.2
	xxxx			Special Ser		INFECTIOUS DISEASES	4.33	65454.48	N	0.00	0.00		0.00	0.00	20199	17532.2
	xxxx			Assistant P		LARGE ANIMAL SPEC	15.33	82509.00	N	0.00	0.00		0.00	0.00	20199	17532.2
	xxxx			Professor		LARGE ANIMAL SPEC	14.33	134810.00	N	0.01	0.38		0.01	0.38	20199	17532.2
	xxxx			Associate P		LARGE ANIMAL SPEC	21.33	77162.00	N	0.01	0.01		0.01	0.01	20199	17532.2
	xxxx			Associate P		PHYSIOLOGY	37.00	80303.00	N	0.01	0.13		0.01	0.13	20199	17532.2
	xxxx			Assistant P		COMPARATIVE MEDIC	1.42	83752.00	N	0.02	0.02		0.02	0.02	20199	17532.2
	xxxx			Assistant P		SMALL ANIMAL SPEC	2.33	91543.00	N	0.03	0.03		0.03	0.03	20199	17532.2
	xxxx			Assistant P		INFECTIOUS DISEASES	1.42	86700.00	N	0.03	0.03		0.03	0.03	20199	17532.2
	xxxx			Assistant P		COMPARATIVE MEDIC	2.42	83954.00	N	0.03	0.04		0.03	0.04	20199	17532.2
	xxxx			Associate P		SMALL ANIMAL SPEC	0.33	101394.00	N	0.04	0.05		0.04	0.05	20199	17532.2
	xxxx			Associate P		INFECTIOUS DISEASES	3.33	98860.00	N	0.05	0.05		0.05	0.05	20199	17532.2
	xxxx			Associate P		SMALL ANIMAL SPEC	25.33	97878.00	N	0.05	0.06		0.05	0.06	20199	17532.2
	xxxx			Professor		LARGE ANIMAL SPEC	0.33	122377.00	Y	0.06	#NULL!		0.06	#NULL!	20199	17532.2
	xxxx			Assistant P		INFECTIOUS DISEASES	4.33	83470.00	N	0.07	0.07		0.07	0.07	20199	17532.2
	xxxx			Assistant P		INFECTIOUS DISEASES	5.00	82914.00	N	0.08	0.09		0.08	0.09	20199	17532.2
	xxxx			Professor		PHYSIOLOGY	15.50	129211.23	Y	0.09	#NULL!		0.09	#NULL!	20199	17532.2
	xxxx			Assistant P		DIAGNOSTIC AND POI	2.33	92012.00	N	0.10	0.11		0.10	0.11	20199	17532.2
	xxxx			Assistant P		COMPARATIVE MEDIC	4.33	86075.00	N	0.13	0.14		0.13	0.14	20199	17532.2
	xxxx			Assistant P		INFECTIOUS DISEASES	3.83	85729.00	N	0.13	0.14		0.13	0.14	20199	17532.2
	xxxx			Associate P		COMPARATIVE MEDIC	6.33	99349.00	N	0.13	0.15		0.13	0.15	20199	17532.2
	xxxx			Associate P		LARGE ANIMAL SPEC	3.33	108660.00	N	0.13	0.15		0.13	0.15	20199	17532.2
	xxxx			Assistant P		SMALL ANIMAL SPEC	3.33									

OFFICE OF THE PROVOST

SALARY EQUITY REVIEW – CLEAN “DECODED” EXAMPLE ZOOM 1

GWID	First_Midd Last_Na	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 – CLEAN “DECODED” EXAMPLE ZOOM 2

GWID	First_Midd	Last_Nam	School1	RankClean	Department1	Yrs_in_Ran	Salary	Tenured_a	Full Model ZRE_1	Excluded Model ZRE_2	Intended Adjustment
xxxx			VET MED	Professor	COMPARATIVE MEDIC	17.33	183256.00	N	0.46	1.09	
xxxx			VET MED	Associate P	SMALL ANIMAL SPEC	6.33	111148.00	N	0.48	0.54	
xxxx			VET MED	Professor	DIAGNOSTIC AND POF	18.33	131486.00	N	0.49	0.27	
xxxx			VET MED	Professor	DIAGNOSTIC AND POF	14.33	133317.00	N	0.55	0.17	
xxxx			VET MED	Professor	DIAGNOSTIC AND POF	18.33	133533.00	N	0.57	0.37	
xxxx			VET MED	Professor	DIAGNOSTIC AND POF	18.33	139706.00	N	0.82	0.65	
xxxx			VET MED	Professor	DIAGNOSTIC AND POF	11.33	141903.00	N	0.90	0.42	
Star			VET MED	Associate P	DIAGNOSTIC AND POF	3.33	139230.00	N	1.14	1.27	
Star			VET MED	Professor	INFECTIOUS DISEASES	21.33	185936.00	N	1.33	1.50	
Star			VET MED	Professor	COMPARATIVE MEDIC	9.33	212394.00	Y	1.52	#NULL!	
Star			VET MED	Professor	LARGE ANIMAL SPEC	4.33	163886.00	Y	1.60	#NULL!	
Superstar			VET MED	Professor	SMALL ANIMAL SPEC	18.33	149182.00	N	2.01	2.25	
SUPERSTAR			VET MED	Professor	INFECTIOUS DISEASES	5.58	213541.00	Y	3.17	#NULL!	
SUPERSTAR!!!			VET MED	Professor	SMALL ANIMAL SPEC	2.92	288077.00	N	4.63	5.19	

SALARY EQUITY REVIEW – CURRENT STATUS AND NEXT STEPS

▶ Current Status

- ▶ Statistical analysis complete for: CCAS; ESIA; GWSB; SEAS; SON; SPH; GSEHD
- ▶ Potential outlier data has been “decoded” and prepared for presentation to school Deans

▶ Next Steps

- ▶ Provost Office to present Deans with data on identified potential outliers and discuss legitimate factors proffered by the school that explain outlier status of identified faculty members
- ▶ If a salary adjustment is warranted, Provost Office will work with schools to build that adjustment into the merit cycle with the salary change taking effect January 1 (July 1 for fiscal year schools); if this is not feasible, Provost Office will work with schools to develop a multi-year strategy
- ▶ Provost Office to run statistical analysis on January 2019 salary data

Christopher Alan Bracey
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