

To: Members of the Faculty Senate
From: Emily Hammond, Interim Vice Provost for Faculty Affairs
Date: February 5, 2026
Re: Report on annual faculty salary equity review

Dear Colleagues,

I look forward to discussing our report on my office's annual faculty salary equity review at the upcoming Faculty Senate Meeting. In the next pages, you will find a slide deck that provides:

- An overview of the methodology (slides 1 – 3);
- A stylized example (slides 4 – 5);
- Results this year (slide 6); and
- A few note on what's ahead (slide 7).

As you know, due to significant budgetary constraints, GW has not awarded merit-based salary increases for the 2025-26 academic year. Merit increases are typically the largest cause of shifts in the annual equity analysis. This year, therefore, data in the equity analysis shifted only slightly, accounting for changes like promotions, retention agreements, and new faculty joining our community. In addition, most deans had limited ability to make equity adjustments this year amid continuing budgetary constraints.

I look forward to our conversation next week.

Sincerely,



Emily Hammond
Interim Vice Provost for Faculty Affairs
Professor of Law

FACULTY SALARY EQUITY REVIEW ANNUAL REPORT

Emily Hammond

Interim Vice Provost for Faculty Affairs

Professor of Law

February 13, 2026

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; regular non-tenured; specialized)
- ▶ Retention adjustments to salary
- ▶ Special contractual arrangements
- ▶ Other special circumstances, e.g., hire to fill a unique vacancy
- ▶ Performance issues (related to any of teaching, service, research/creative)
- ▶ 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 2025 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 – CLEAN “DECODED” EXAMPLE ZOOM

RESULTS MORE THAN ONE STANDARD DEVIATION BELOW THE MEAN

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

RESULTS MORE THAN ONE STANDARD DEVIATION ABOVE THE MEAN

GWID	First_Midd	Last_Nai	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	

- ▶ Sept. 2025:
 - ▶ CCAS – 25 outliers (*5 Phys., 9 Soc., 11 Hum.); 14 adjustments
 - ▶ ESIA – 8 outliers; 0 adjustments
 - ▶ GSEHD – 2 outliers; 1 adjustment
 - ▶ GWSB – 4 outliers; 0 adjustments
 - ▶ LAW – 4 outliers; 2 adjustments
 - ▶ SEAS – 5 outliers; 0 adjustments
 - ▶ SMHS – 6 outliers, 1 adjustment
 - ▶ SON – 7 outliers; 0 adjustments
 - ▶ SPH – 11 outliers; 3 adjustments

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- ▶ Faculty salary equity committee has reconvened
- ▶ Continuous reviews of literature to keep an eye on methodology and potential updates
 - ▶ Partnership with Offc. of Inst. Res. & Planning
- ▶ Invitation for feedback, including on chair and faculty mentoring, development

Emily Hammond
Interim Vice Provost for Faculty Affairs
Professor of Law

emilyhammond@gwu.edu