

UFAC Suggestions for Salary Equity study
10/13/21

1. A contracted third party should be able to provide a comprehensive and meaningful statistical analysis (not simply a base pay analysis as previously suggested)

A comprehensive statistical analysis is required to account for outliers and to identify longer trends, providing a holistic picture of how inequity is defined and located. At a very minimum, this should include a regression analysis to determine whether specific groups of people have systematically lower (or higher) salaries than a baseline reference group. This same analysis can also be used to determine which individuals have salaries that are “very unusual” within the different groups described by a common discipline and rank, etc. These individuals, commonly referred to as “outliers,” may have unexpectedly high salaries, or unexpectedly low salaries, compared to the average for other people in the same discipline and rank, etc.

2. Study of trends

Salary inequity is linked to a variety of factors beyond initial entry level offers and so a study must also look at institutional trends, which reinforces the importance of regression analysis.

Regression analysis permits the observed variations in salaries across people to be decomposed into components, so expected differences can be accounted for, and “unexplained” differences can be more easily identified. For example, given that salaries are expected to vary systematically by discipline and rank, regression analysis allows the analyst to control these expected differences across groups of faculty so that it is easier to look for “unexplained” differences.

The analysis process first controls for those factors that can be incorporated into the model and that are expected to impact salary, such as discipline, rank, department, etc., and then, additionally, analyzes the effects of indicators for gender or race/ethnicity. If these additional indicators are found to have systemic effects on average salaries among those finer groupings of employees, this evidence would suggest there may be systemic differences in salaries, solely due to gender or race/ethnic group, that show up on average, across all disciplines and ranks.

3. Rates of advancement

An equity study ought to also consider rates of advancement from the point of hire which includes the number of leadership positions (with monetary compensation) made available and when, for how long, and who makes the decision

This is a unique problem on UMW campus and a larger analysis of who occupies leadership positions--specifically, as an avenue for salary advancement--ought to be considered (including

chairs, associate deans, college deans, associate provosts, provosts, and contracted stipend *special leadership positions)

4. Retention trends and its effects on salary trends

It is believed that department turnover, specifically among women and POC, has been a long-term problem at UMW. The study should determine if this is true; and if so, document what departments see the most turnover and what impact this has made on salaries.

5. 2016 Salary adjustment deficit

Faculty hired during 2015-2016 academic year and after may be at a salary disadvantage due to the market study and adjustment only offered to employees who had been at UMW for more than a year, which possibly created a salary gap from 2016 forward. On the other hand, UMW hires at market rates each year which often results in newer faculty being paid more than faculty who have been employed for some time (salary compression). The study should evaluate if there is inequity in either direction for faculty at the same ranks in the same disciplines who were hired at different times.

6. Comparisons to peer institutions

The third party we select to complete the equity study should have experience in analyzing and helping an institution understand how it compares to its peers in terms of equity, to include tenure and promotion, institutional advancement, and overall salary equity after considering experience, rank, and salary compression. This can also help us develop a benchmark for how we might improve our institutional equity. When ranking institutions in Virginia in terms of salary equity by gender, UMW is ranked relatively low compared to other institutions (23 of 32 for full professors, 11 of 32 for associate professors, and 26 of 32 for assistant professors) (see https://www.insidehighered.com/aaup-compensation-survey/state/virginia-1508?institution-name=&professor-category=1601&order=field_salary_equality&sort=asc) We are interested to know why this is the case and what we can do better.

**NB: Recommendations/language come from several publicly available studies:

https://www.utsystem.edu/sites/default/files/offices/strategic-initiatives/Faculty%20Salary%20Literature%20Review_July2015.pdf

<https://provost.uoregon.edu/faculty-salary-equity-study-recommendations-provost>