



THE OHIO STATE UNIVERSITY

Time's Up: Addressing Pay Equity

ASFW Lunch and Learn

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Data Sources

- Office of Human Resources
 - Online salary database now available at <https://apps.hr.osu.edu/salaries/>
 - Analysis limited to regular faculty
 - Pay, years at OSU, department, rank, race, gender, FTE
 - Combine appointments, assign individuals to unit with primary appointment
 - Inflate part-time employees to 100% FTE



Econometric Analysis

- Ordinary Least Squares Regression
 - Gender, race
 - Year, experience (quadratic), department, rank, clinical
- Oaxaca-Blinder Decomposition
 - Accounts for differences in characteristics and differences in reward structure, by gender



Gender and Racial Pay Disparities, Tenure Track Faculty, 2006-2018

	I	II	III	IV	V	VI
Female	-0.217*** (0.0280)	-0.218*** (0.0286)	-0.223*** (0.0205)	-0.206*** (0.0193)	-0.0998*** (0.00908)	-0.0489*** (0.00771)
Black		-0.0333 (0.0348)	-0.0331 (0.0346)	-0.0127 (0.0353)	-0.0204 (0.0257)	0.0242 (0.0207)
Hispanic		-0.117** (0.0488)	-0.117** (0.0485)	-0.0886** (0.0425)	-0.0186 (0.0185)	0.00383 (0.0154)
Native American		-0.139 (0.138)	-0.138 (0.133)	-0.126 (0.119)	-0.0584 (0.0581)	-0.0572 (0.0434)
Asian/Pacific Islander		-0.0251 (0.0240)	-0.0254 (0.0236)	0.00564 (0.0195)	-0.0687*** (0.0165)	-0.0439*** (0.0150)
Other ^a		-0.109 (0.0678)	-0.114** (0.0576)	-0.0722 (0.0485)	-0.0494** (0.0220)	-0.0308 (0.0220)
Fiscal Year	Y	Y	Y	Y	Y	Y
Clinical	N	N	Y	Y	Y	Y
Experience	N	N	N	Y	Y	Y
Department	N	N	N	N	Y	Y
Rank	N	N	N	N	N	Y

**Avg. annual loss
\$15,407**

Average Values, 2018

Salary	\$154,383
Female	41.59%
Black	4.12%
Hispanic	3.96%
American Indian	0.11%
Asian/Pacific Islander	16.81%
Other	5.37%
Clinical	35.38%
Years at OSU	11.78
Number of Obs.	4491



Gender and Racial Pay Disparities, Tenure Track Faculty, 2006-2018, Non-Medical Center

	I	II	III	IV	V	VI
Female	-0.168*** (0.0166)	-0.165*** (0.0162)	-0.168*** (0.0159)	-0.149*** (0.0163)	-0.0764*** (0.00898)	-0.0263*** (0.00609)
Black		-0.0311 (0.0358)	-0.0304 (0.0356)	-0.0128 (0.0365)	-0.0361 (0.0261)	0.00658 (0.0186)
Hispanic		-0.0742*** (0.0279)	-0.0740*** (0.0275)	-0.0556* (0.0301)	-0.0288 (0.0186)	0.00175 (0.0124)
Native American		-0.194* (0.104)	-0.199** (0.0997)	-0.190** (0.0762)	-0.0814 (0.0619)	-0.0754 (0.0474)
Asian/Pacific Islander		0.0252 (0.0259)	0.0267 (0.0259)	0.0501* (0.0255)	-0.0328** (0.0150)	-0.0156 (0.0108)
Other ^a		-0.0619** (0.0281)	-0.0609** (0.0281)	-0.0179 (0.0281)	-0.0298 (0.0201)	-0.00671 (0.0116)
Fiscal Year	Y	Y	Y	Y	Y	Y
Clinical	N	N	Y	Y	Y	Y
Experience	N	N	N	Y	Y	Y
Department	N	N	N	N	Y	Y
Rank	N	N	N	N	N	Y

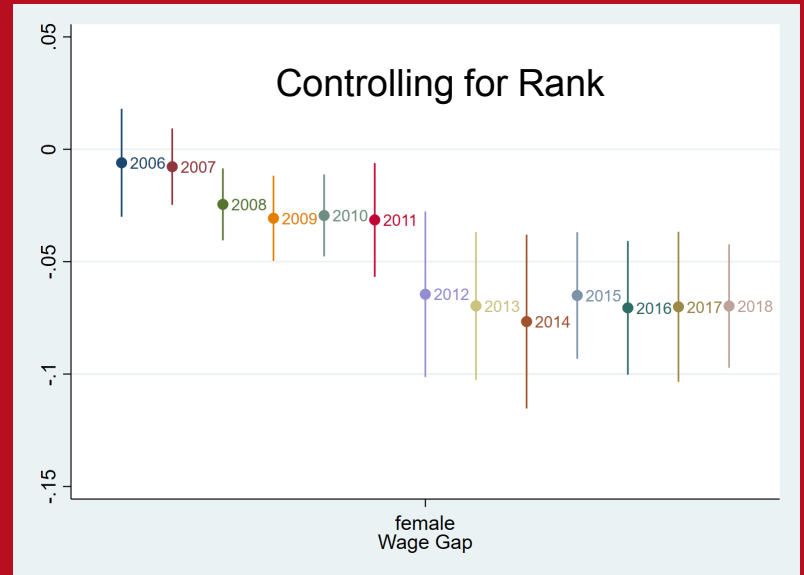
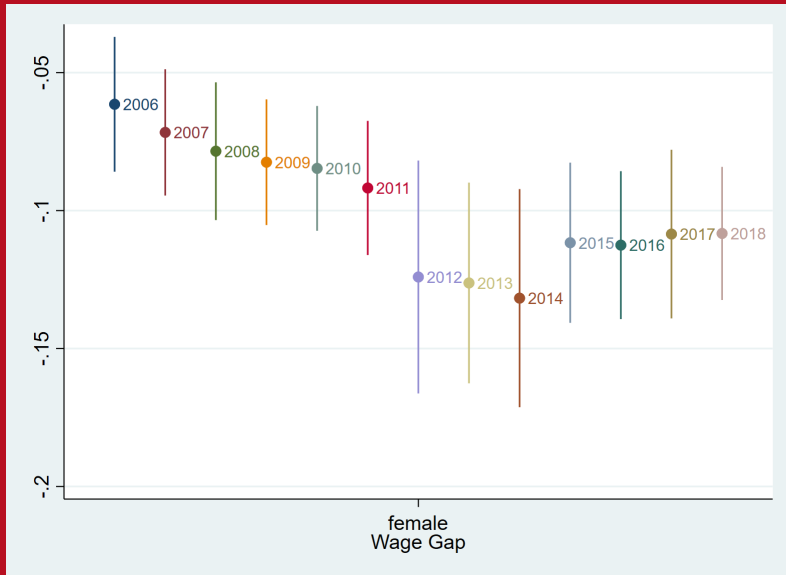


Gender and Racial Pay Disparities, Tenure Track Faculty, 2006-2018, Medical Center

	I	II	III	IV	V	VI
Female	-0.321*** (0.0631)	-0.323*** (0.0647)	-0.320*** (0.0609)	-0.304*** (0.0577)	-0.148*** (0.0141)	-0.0961*** (0.0143)
Black		-0.0395 (0.0869)	-0.0372 (0.0814)	-0.00447 (0.0803)	0.00124 (0.0490)	0.0536 (0.0439)
Hispanic		-0.207 (0.131)	-0.207 (0.131)	-0.145 (0.118)	-0.00756 (0.0416)	0.00645 (0.0345)
Native American		0.893*** (0.294)	0.901*** (0.309)	0.996*** (0.332)	0.268** (0.101)	0.228** (0.111)
Asian/Pacific Islander		-0.104** (0.0417)	-0.105** (0.0403)	-0.0563 (0.0485)	-0.115*** (0.0239)	-0.0770*** (0.0253)
Other ^a		-0.167 (0.110)	-0.165 (0.108)	-0.120 (0.0915)	-0.0464 (0.0457)	-0.0385 (0.0479)
Fiscal Year	Y	Y	Y	Y	Y	Y
Clinical	N	N	Y	Y	Y	Y
Experience	N	N	N	Y	Y	Y
Department	N	N	N	N	Y	Y
Rank	N	N	N	N	N	Y



Changes Over Time



Coefficients on indicator for female in ordinary least squares regression. Includes controls for fiscal year, race, clinical/instructor, and experience.



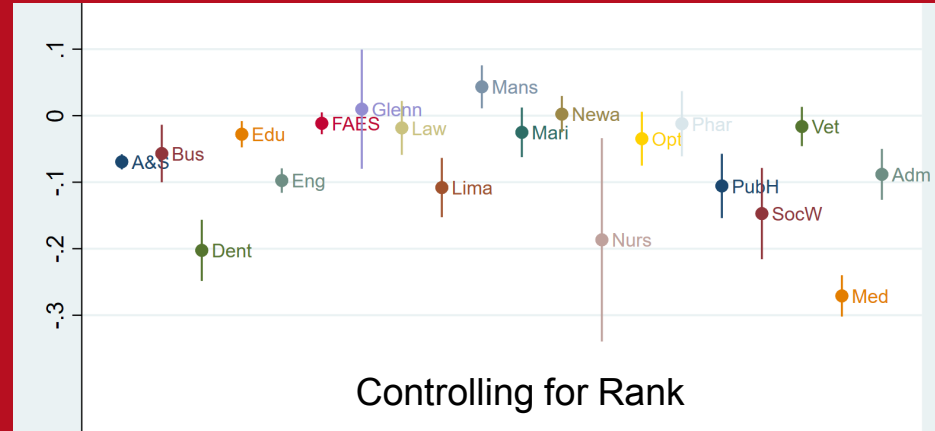
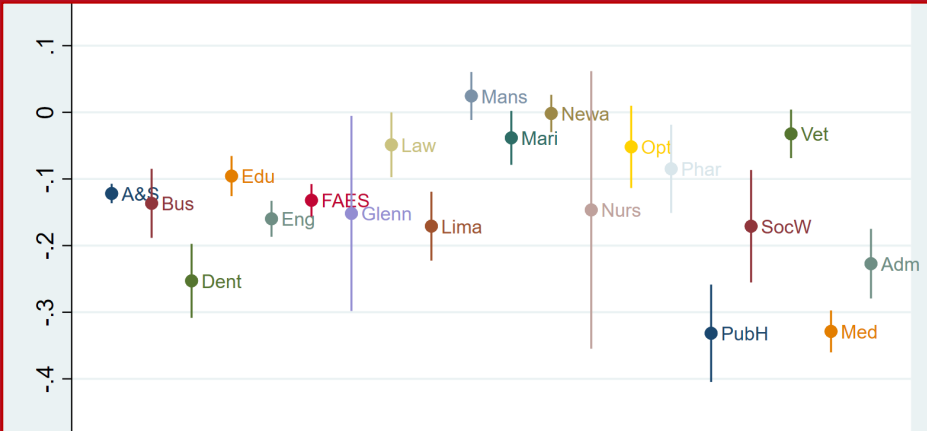
- “Explained” component is due to differences in characteristics by gender
- “Unexplained” component is due to differences in how characteristics are remunerated by gender

Oaxaca-Blinder Decomposition.

	Explained	Unexplained
Rank	9.776%	2.963%
Department	7.671%	2.313%
Year	-1.925%	4.619%
Years at OSU	-0.471%	-6.677%
Clinical	-0.119%	1.389%
Race	-0.152%	0.280%
Total	14.781%	4.887%



Differences Across Colleges



Controlling for Rank

Coefficients on indicator for female in ordinary least squares regression. Includes controls for fiscal year, race, clinical/instructor, and experience.



Salary Growth

Figure 1. Average Wage Growth for Tenure Track Faculty, 2006-2016

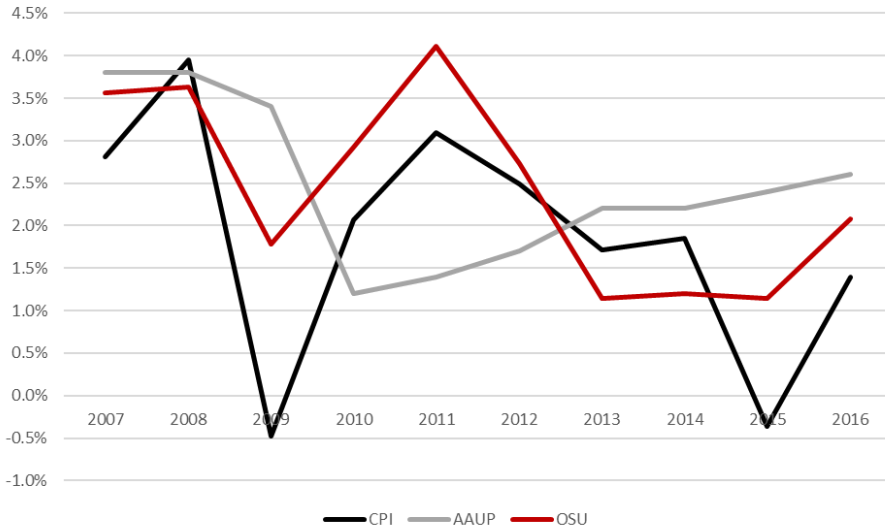
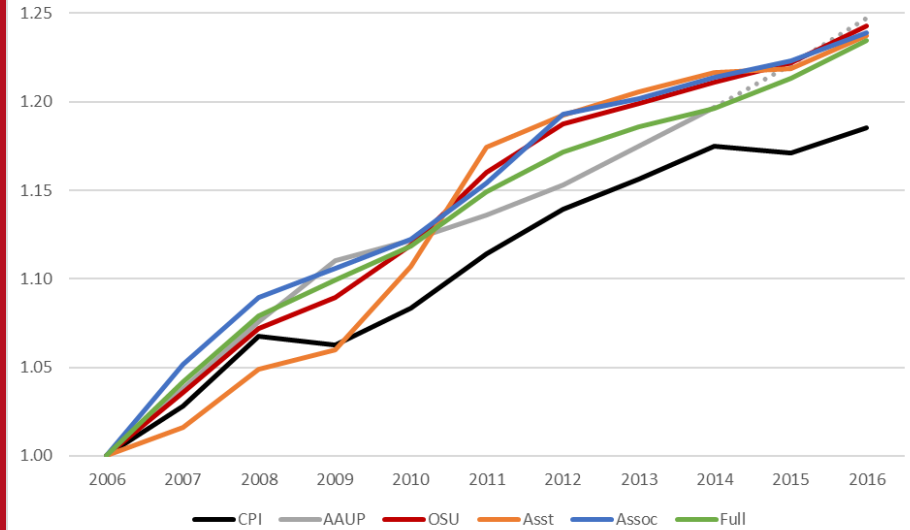


Figure 2. Cumulative Wage Growth for Tenure Track Faculty, 2006-2016





But composition matters.

Figure 3. Returns to Experience for Tenure Track Faculty, by Rank

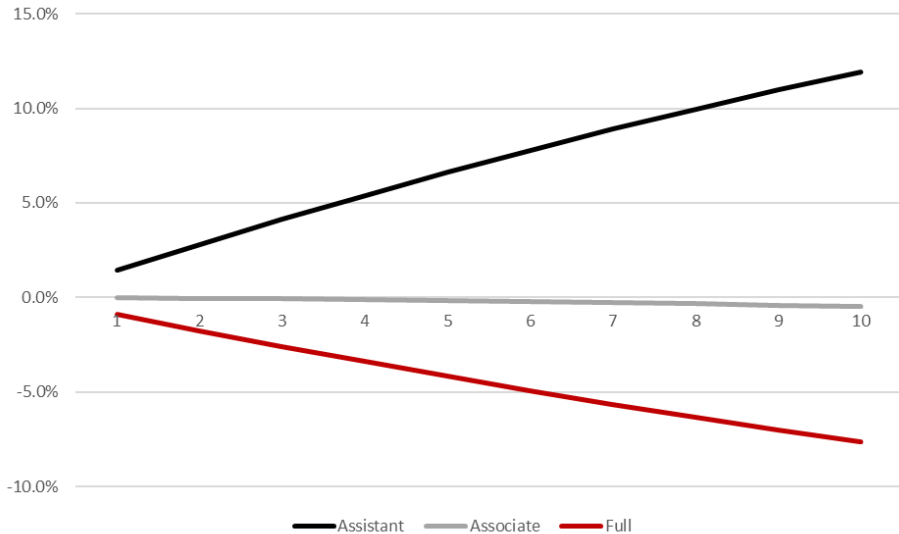
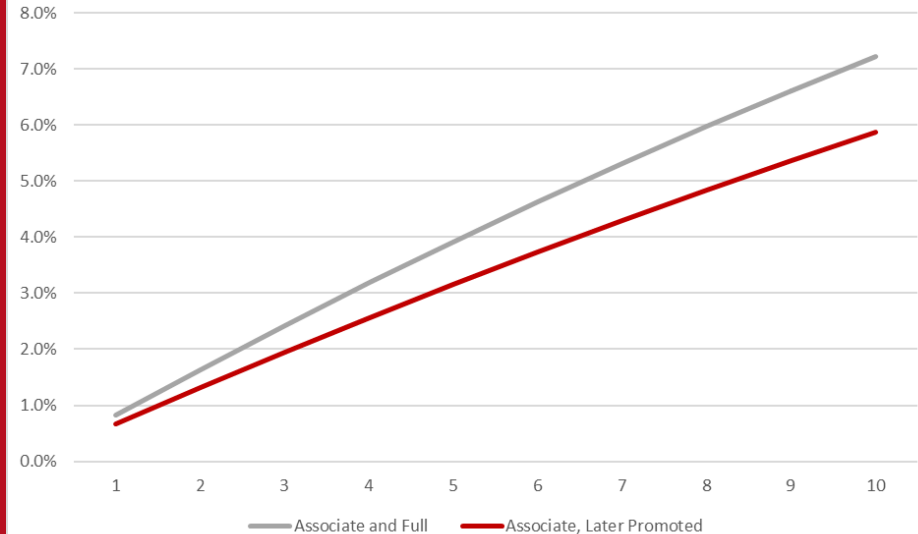


Figure 4. Probability of Experiencing Salary Inversion





Additional Analyses

- Incorporate data from
 - Academic Analytics (publications, citations, grants, awards, books)
 - Teaching (credit hours, enrollment, SEIs)
 - Tenure “clock” extensions
 - Department/college demographic characteristics
- Need to better account for differences in processes for salary determination and promotion/tenure



Current Efforts

- Columbus Women's Commission Pay Equity Pledge
- Commissioned in-depth study by external consultant
- PPCW Task Force
- Career Roadmap
- \$15 Minimum



Salary Equity Appeal Process, Faculty

- Current policy defined in OAA Policies and Procedures, Volume 1, Chapter 3, Section 2.1
 - Begins with academic unit head
 - Can appeal head's decision to college review committee
 - Final decision by Dean, upon advisement by committee
 - Can be appealed to Provost if Dean's decision is not aligned with committee recommendation
 - Funded from annual raise pools during usual cycle



Salary Equity Appeal Process

- Appellant must provide
 - “Detailed analysis of appellant’s academic record and salary relative to faculty in the comparison group”
- Must show that disparities cannot be accounted for by
 - Years of service, years in rank
 - Productivity in teaching, research, and service
 - Centrality of work to academic unit
 - Administrative duties
 - Market factors



Insights

- Timing is important
 - Process occurs on AMCP cycle, so check deadline
 - Strength of case depends on composition of comparison group, use of promotion and/or tenure may be beneficial
- Use public records requests
 - May take several weeks, start early
 - Individuals may be notified about the record request
 - Annual review letters are important documentation



Insights

- External equity
 - Addresses disparities related to overall market trends, especially at peer institutions, (maybe) compression
 - Less contentious, as it need not imply discriminatory behavior, but comparison may be harder to justify
- Internal equity
 - Addresses disparities related to starting salaries, merit adjustments, and/or performance evaluation within units
 - Implicates unit head directly, may be more adversarial



Insights

- Burden is entirely on appellant, unit head and Dean need only respond
 - Provide context and detailed, thorough justification
 - Note that, while compression is common, it is not equitable
- External data may be required in addition
 - Inflation indices
 - Trends in compensation
 - External comparison group



Insights

- Seek help and feedback from others
 - Unit heads and other leadership may lack knowledge of the process and available options
 - Strive for objectivity and neutral tone, but be prepared to refute competing claims
 - Share your story!
- Be prepared for a time-consuming process
 - Could also compromise working relationships



Paths Forward

- Mandate routine equity reviews done by unit heads
 - Provide detailed guidance on how to construct comparison groups and metrics
 - Need assistance from HR but also faculty advocates
- Source of funds
 - Equity adjustments out of annual pool create a zero-sum game and potential animosity
 - But additional funds would effectively reward units for allowing inequities to arise



Peer Institutions

- University of Wisconsin
 - Mandates periodic review of faculty at comparable stages
 - Appeals based on “three comparisons” method
 - Compression equity reviews (one-time adjustment)
- University of California
 - “Step” system within ranks defines salary bands



Culture Change

- Pay equity should be an institutional concern
 - Need to encourage employees *and managers* to raise pay equity concerns without fear of retaliation
 - Proactive responses can help mitigate “bad press”
- Pay equity versus equal pay
 - Are people being paid the same for the same work, and are they being paid the same for equal work?
- Intersectionality