

Faculty Salary Procedures Working Group (FSPWG) Report

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Why Have Faculty Salary Equity?

Lack of equity:

- Is corrosive to faculty morale
- Harms the culture and climate of academic units
- Promotes faculty disengagement from the business of the university
- Undermines faculty support of CU's mission
- Leads to higher rates of faculty turnover that threatens the university's research and teaching objectives
- Is unfair to many hard-working CU faculty that are inequitably compensated for their work

- **The Provost Office's 2021 salary audit:**

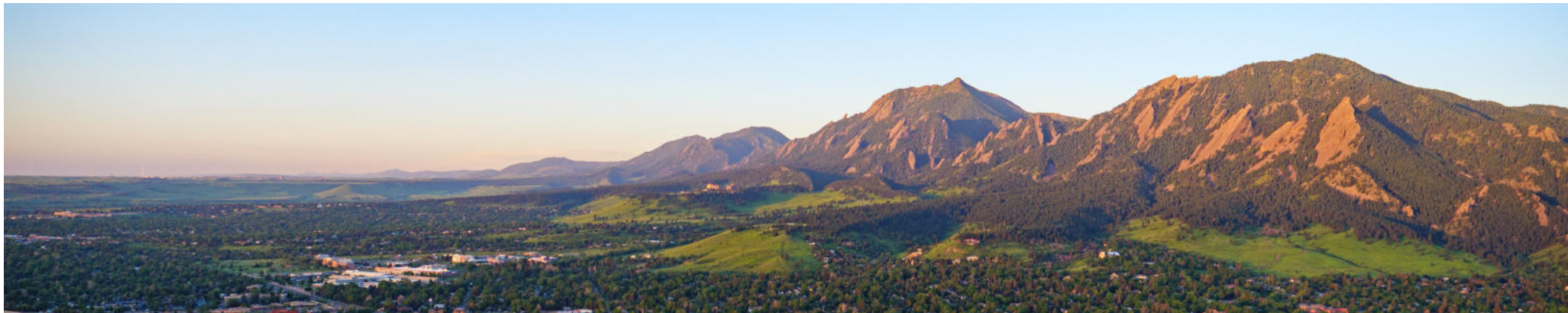
- Focused on legal compliance with Colorado Equal Pay for Equal Work Act
- Identified and corrected 484 salary inequities among protected class faculty
- Financed these through a one-time allocation of set-aside funds
- Created an equity algorithm that can be applied to all CU faculty salaries
- Allowed additional factors beyond those in campus salary equity policy

- **Work that was still needed post-audit:**

- Involving faculty or faculty governance bodies in analysis or decisions
- Identifying which salary-affecting practices create or widen salary inequity
- Understanding why 484 inequities were not detected or corrected through required unit-level salary structure audits (or previous campus audits)
- Sharing data on which units required more/fewer compliance adjustments

“Faculty salary inequities are salary disparities between faculty within a comparison group that cannot be justified by differences in career merit.”

- **Career merit:** function of annual merit and years of service
- Scatter plots (base salary & YSTD) default diagnostic tool
- Audits determine *which* & *how much* salaries are inequitable





FSPWG Work *Summer 2022*

- Created database of all policy documents from nearly every unit on campus
- 236 documents from 77 units, including:
 - Bylaws
 - Salary committee procedures
 - Evaluation guidelines

FSPWG Work – *Fall 2022*

Working Group



**Reviewed
existing policy
documents**



**Discussed
existing policies
and practices**



**Considered
drivers of faculty
salary inequity**



**Considered strategies
for addressing faculty
salary inequity**

Task Forces



**Merit Review
Practices**



**Salary Auditing
Policies**



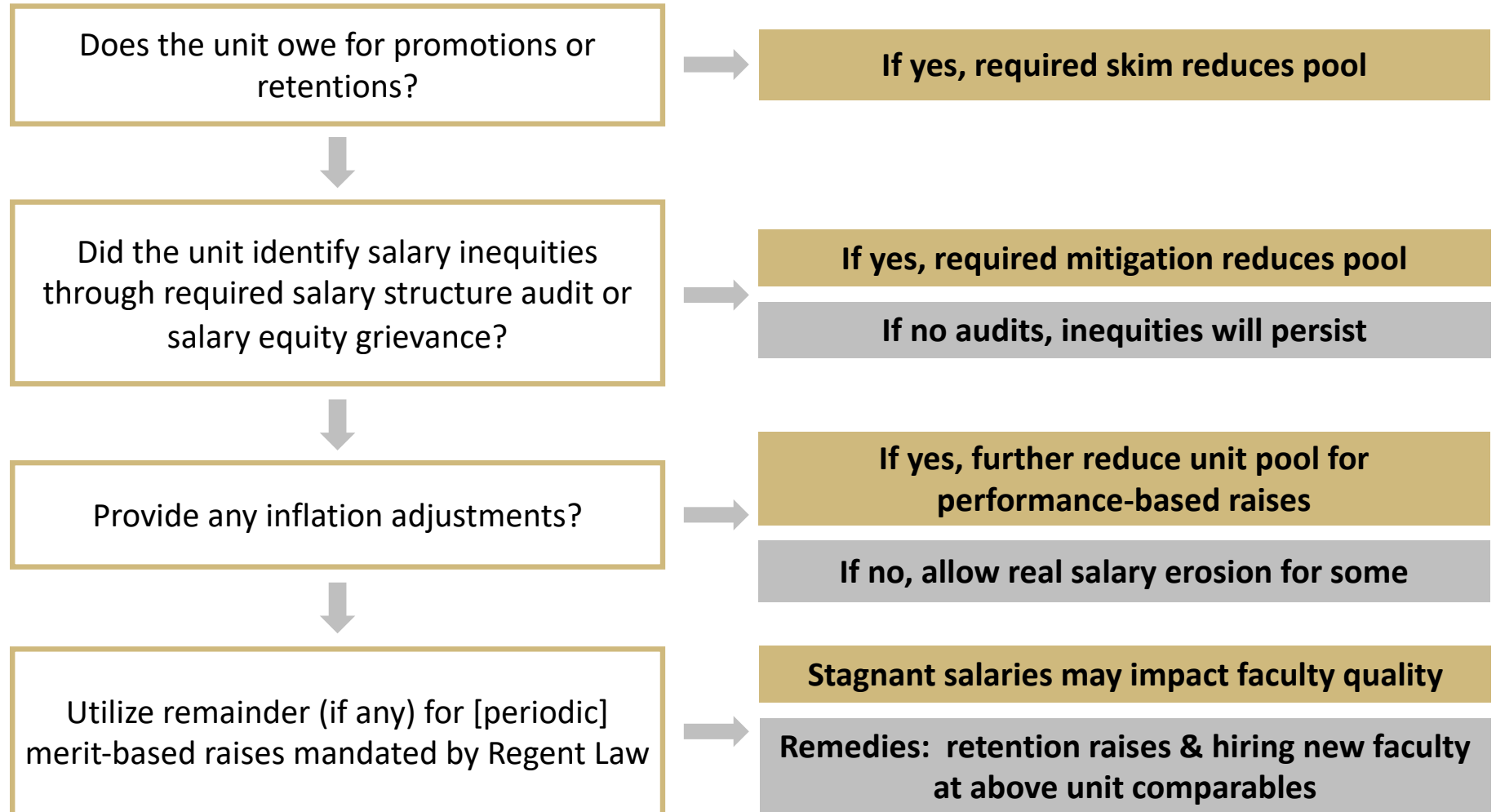
**Hiring,
Promotion, and
Retention**

Key Hypotheses – Drivers of Inequity

- Merit review practices matter
 - Some sources of inequity* incorporated into scores, eluding equity audits
 - Unit raise pool allocation practices beyond merit vary, can help or hurt
 - Unlikely to be sole source
- Hiring/retention practices also matter
- Auditing an opportunity to detect/correct (if done)
- Opacity matters



Role of (oversubscribed) Unit Raise Pools



- **Principles**

- As directed in the Provost's charge, these principles are guiding statements that have been approved by the full FSPWG
- **Example Principle:** *All faculty members are entitled to having their salaries regularly reviewed for inequity, and to have salary adjustments for any inequities that are identified.*

- **Issues & Recommendations**

- Salary equity concerns that were identified by the Task Forces and the associated recommendations for addressing them
- **Example Issue:** *Many Chairs and Directors are unaware of or unfamiliar with CU's Policy on Salary Equity set through the AAPSE and detailed above, with the regular auditing practices and mitigation plans that it requires. As a result, their units perform no such audits, and thus fail to identify or begin to rectify existing salary inequities.*
- **Example Recommendation** (to campus administration): *Provide training to Chairs and Directors on CU salary equity policy and procedures as well as assistance (resources, technical assistance, etc.) to units in developing effective auditing practices.*

This Work Must Continue...

- Further document extent of and drivers of salary inequities
- Identify promising practices from units making most progress in addressing salary issues
- Formally address current lack of salary audit oversight
- OFA develop dedicated training for Directors, Chairs, and Deans through ALI
- Identify recommendations for merit pool increases and/or alternate sources to fund salary reparations
- Work with ODA for data analysis across faculty ranks
- Create a dedicated committee to explore and understand pay equity issues for non-TT faculty





Call to Action

- Widely distribute this report
- Ask constituents to provide feedback on report, principles, and recommendations
- How to provide feedback:
<https://www.colorado.edu/bfa/resources/faculty-salary-procedures-working-group-fspwg>
- **Feedback due March 20th noon**



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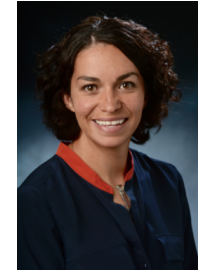
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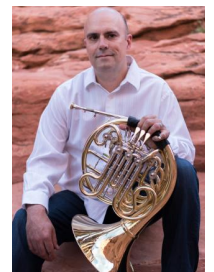
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Questions?