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# *Salary Equity at UNC Chapel Hill*

Misha Becker  
Committee on the Status of Women  
March 11, 2022



## *Historical Perspective*

- Office of Institutional Research and Assessment salary studies
  - 2002, 2007, 2012, 2017 and 2020
  - COSOW study in 2019
- Controlling for tenure status & rank, on average, male faculty earn more than female faculty
- On average, white faculty earn more than faculty who are African American, Latinx, American Indian or identify as another racial category

## *Historical Perspective – The School of Medicine*

- The School of Medicine (SOM) is not included in the Health Affairs' faculty salary data.
- There is variability across Departments in the SOM in the details and requisites of departmental compensation plans, clinical/productivity-based incentives, and distribution of administrative supplements.
- The SOM published initial findings of its Salary Equity Study in 2018
- Due to additional metrics, differences in salary structure in SOM recent salary studies have excluded SOM data

## *Historical Perspective*

- Salary equity remains a problem at UNC
  - As of 2020, mean salaries for men and white or Asian faculty exceed salaries for women, Black, Latinx or American Indian faculty by about \$30k per year.
  - The number of permanent Distinguished Professors who are women, Black, Latinx or American Indian is dwarfed by the number who are men or who are white.

## Academic Affairs

	Male		Female		White		Black/AA		Asian		Hispanic, American Indian, 2 or more races		Not Reported	
<b>9-Month Equivalent Salary</b>														
Mean	\$127,937		\$101,202		\$119,735		\$99,025		\$132,216		\$88,981		\$103,269	
Median	\$108,668		\$89,943		\$102,954		\$89,955		\$106,312		\$84,106		\$87,281	
<b>Distinguished Title</b>														
Permanent	147	20.0%	43	7.9%	168	17.9%	4	5.2%	12	10.2%	6	5.7%	0	0.0%

## Health Affairs w/o Medicine

	Male		Female		White		Black/AA		Asian		Hispanic, American Indian, 2 or more races		Not Reported	
<b>12-Month Equivalent Salary</b>														
Mean	\$167,018		\$133,986		\$148,461		\$135,326		\$147,007		\$142,720		\$168,805	
Median	\$148,388		\$123,632		\$132,850		\$119,463		\$131,668		\$133,600		\$155,088	
<b>Distinguished Title</b>														
Permanent	31	14.2%	10	3.1%	30	7.7%	0	0.0%	9	14.1%	1	2.1%	1	12.5%

data from OIRA, 2020

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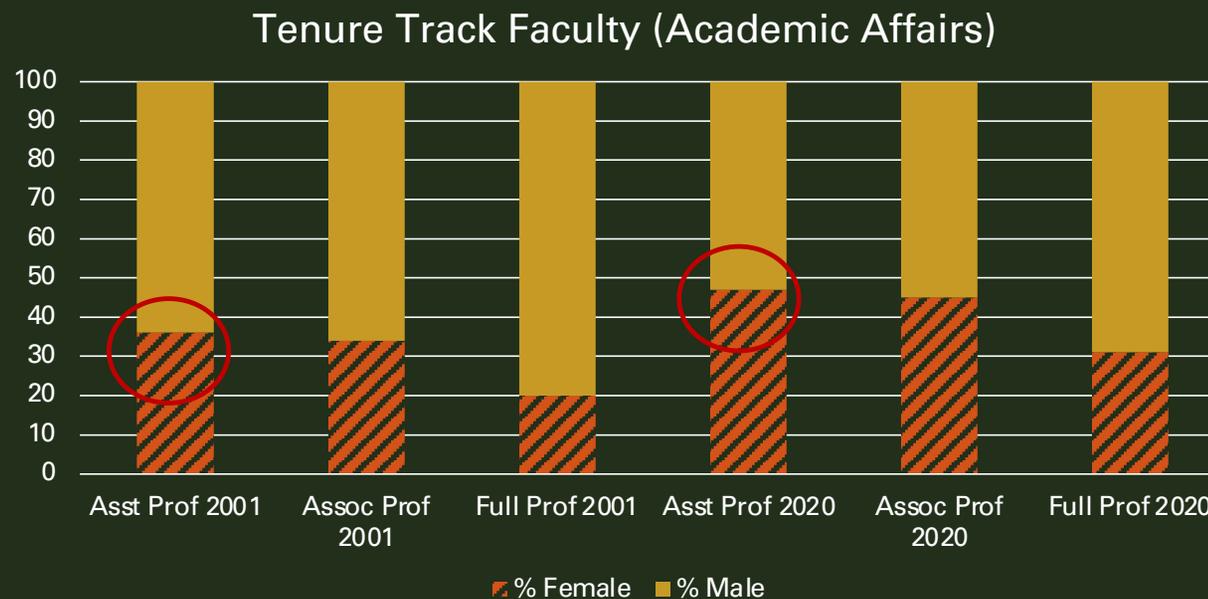
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data from OIRA, 2020

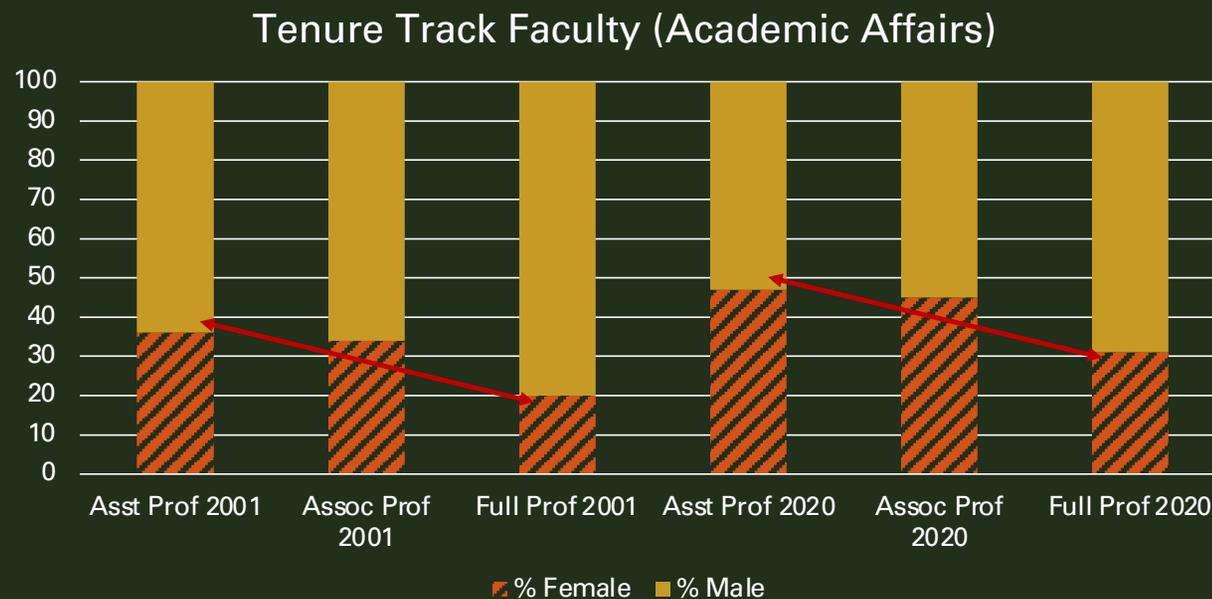
## Representation

- In tracking changes over time we see progress in some areas but regression in others
- Positive trend: number/proportion of female faculty increased in every rank from 2001 to 2020
- Negative trend: representation of women **continues to decline** at higher ranks

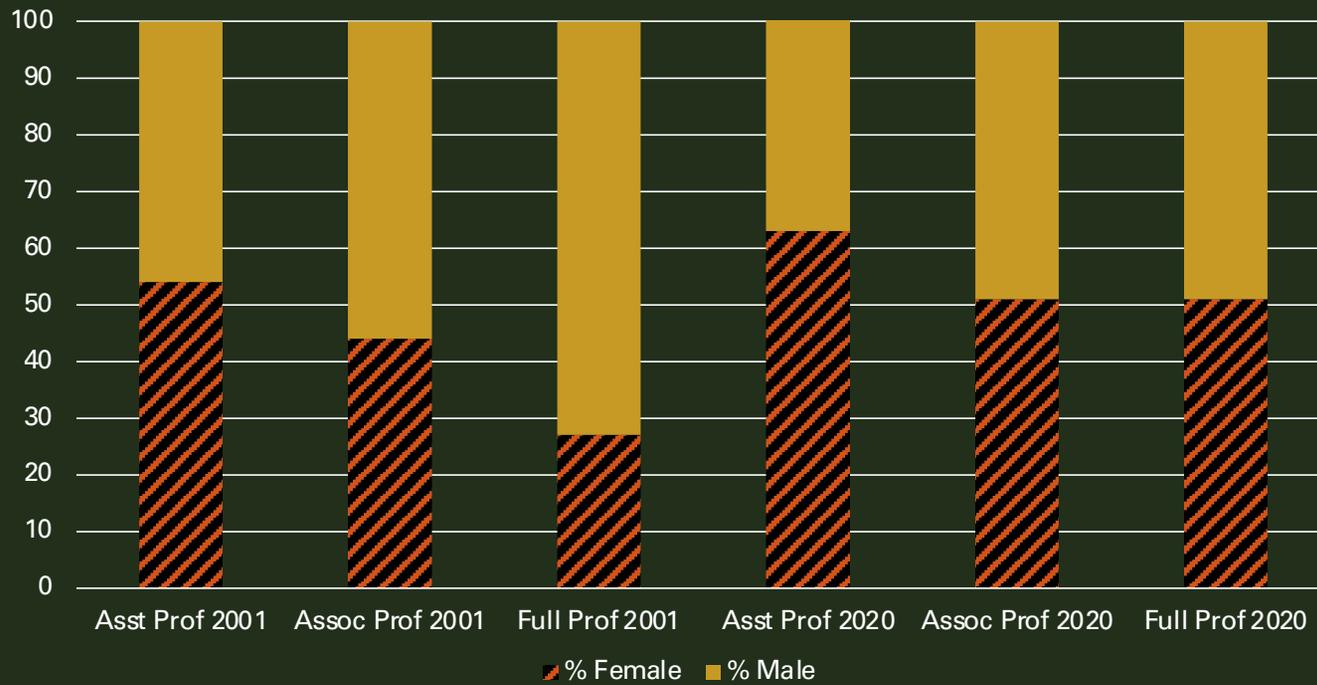


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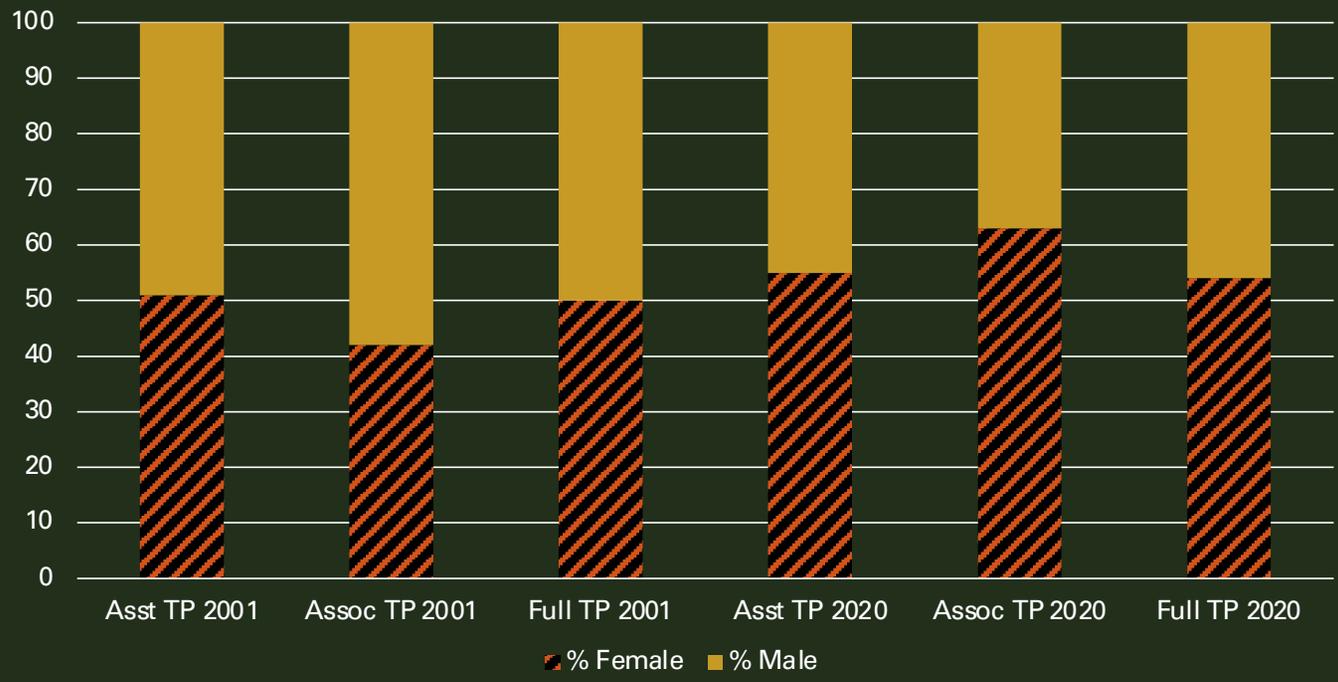


### Tenure-Track (Health Affairs w/o Medicine)

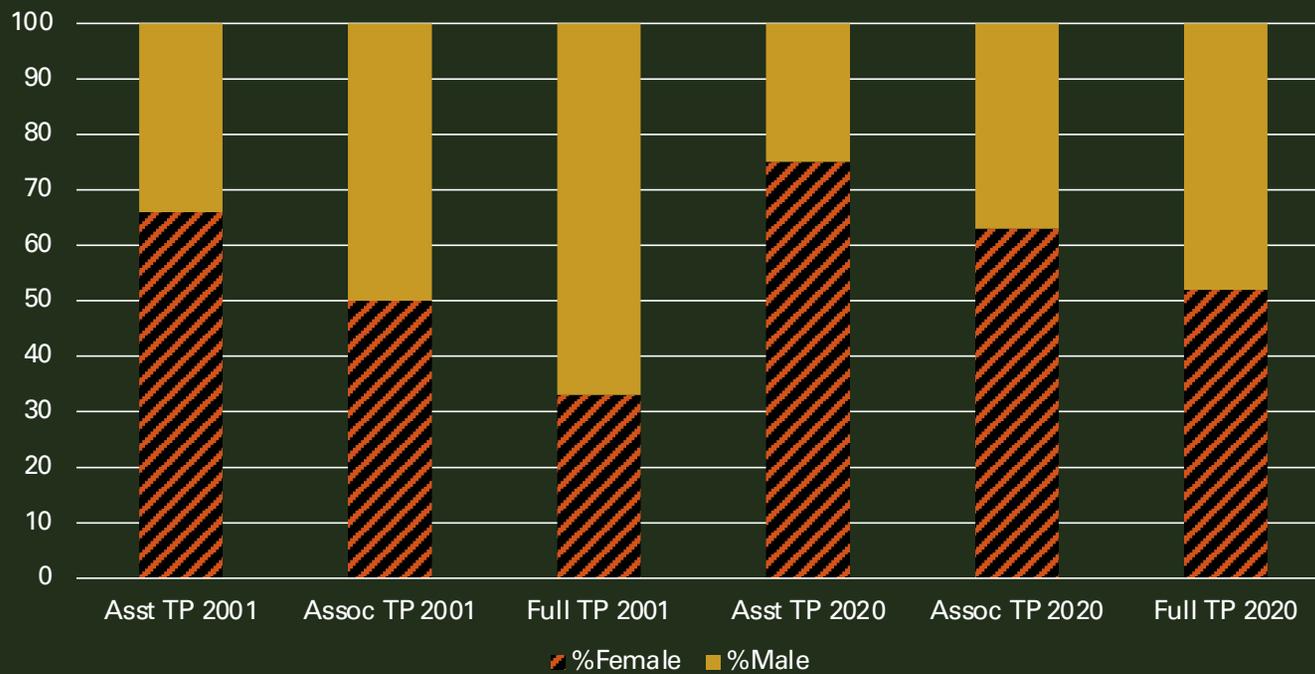


Note: this graph contained incorrect values in the 3/11/22 Faculty Council presentation. It was corrected on 5/2/22.

### Fixed-Term Faculty (Academic Affairs)

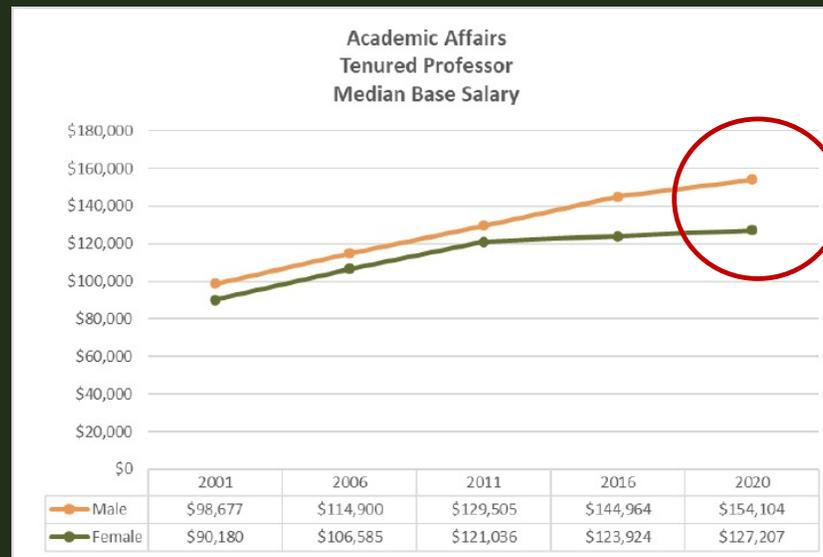


### Fixed-Term Faculty (Health Affairs w/o Medicine)



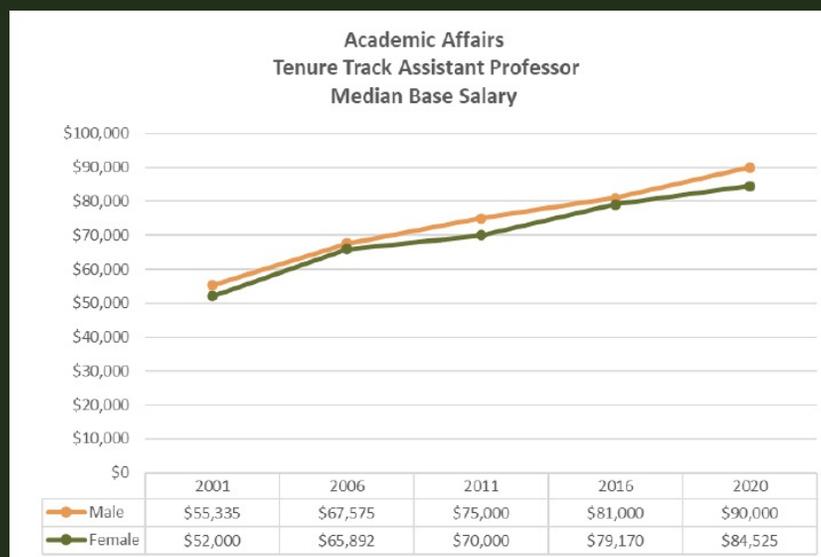
→ While representation has improved for women faculty, compensation remains highly problematic

→ The gap between the median base salaries for men and women at the rank of Full Professor in Academic Affairs has *widened* (2001 gap: \$8,497; 2020 gap: \$26,897)



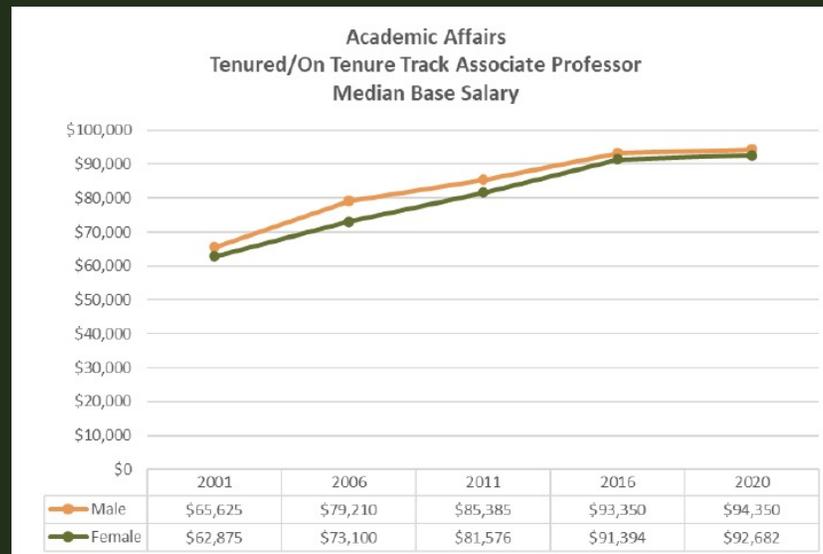
data from OIRA, 2021

- While representation has improved for women faculty, compensation remains highly problematic
- The gap in median base salaries has also widened at the Assistant Professor level (2001 gap: \$3,335; 2020 gap: \$5,475)



data from OIRA, 2021

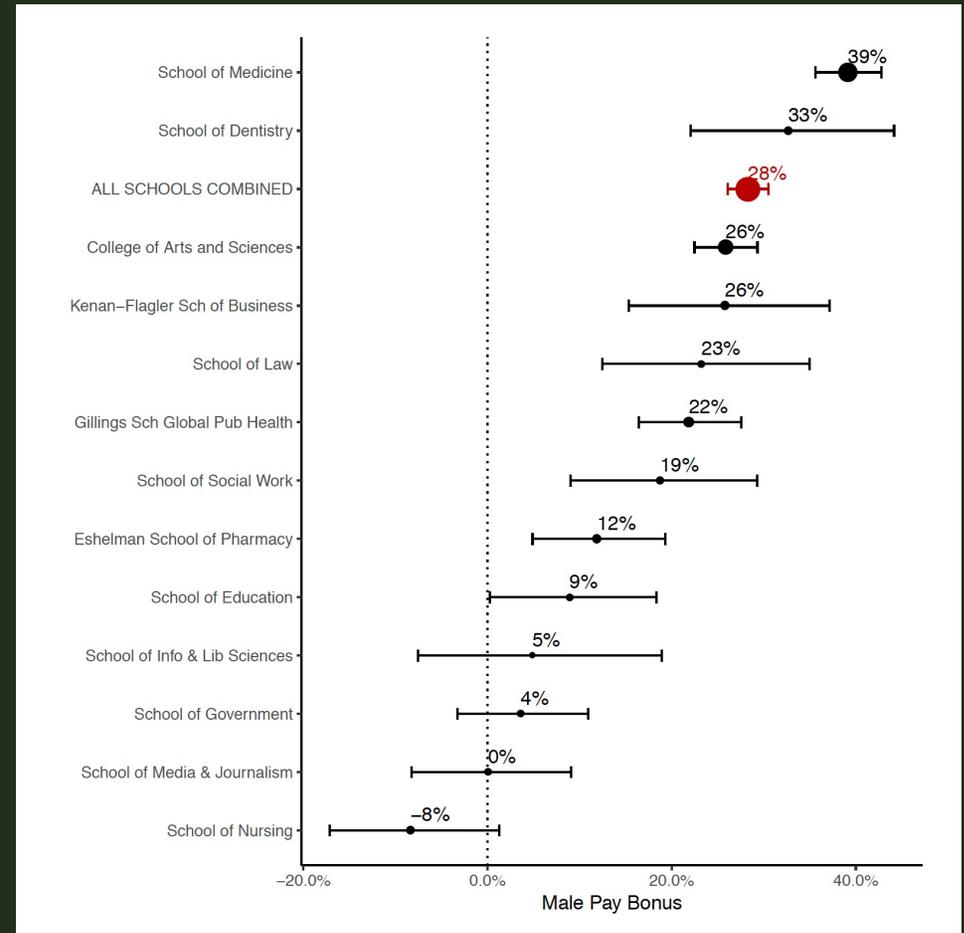
- While representation has improved for women faculty, compensation remains highly problematic
- The steady gap in median base salary at the Associate level (around \$2000) favors male professors.



data from OIRA, 2021

## Salary Studies

- OIRA data for Academic Affairs combines data from CAS and Schools of Business, Education, Government, SILS, Law, Journalism & Media, and Social Work
- But the 2019 COSOW study found that male-female salary disparities exist within almost every unit



*How to Move Forward* → *Focus on 3 Priorities*

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Attention

- Sustained attention, strategy and implementation from above (Chancellor, Provost, Deans) and below (SADs, department chairs, faculty)

Analysis

- Annual salary studies with annual reporting of equity measures; biannual tracking of trends

Accountability

- Internal accountability (within units) and external accountability: public-facing reporting of our progress (webpage and dashboard)

*How to Move Forward* → *Administration*

## Form Salary Equity Oversight Committee charged with:

- Reviewing annual salary equity analysis (for faculty and staff),
- Investigating university wide and within-unit policies and practices that maintain or exacerbate salary inequities
- Reporting progress towards institutional goals

## Long-term commitment, short-term goals:

- Commit to maintaining focus on this for at least 20 years
- Sustain focus after gaps are minimized or closed (to prevent recidivism)
- Establish short-term goals for improvement
  - e.g., across all ranks women faculty at UNC currently earn 79% of what men earn.\* Let's bring this to 90% in 5 years, 100% in 10 years

\*Brian O'Leary, "Explore Faculty Salaries at 3,500 Colleges, 2012-20," Chronicle of Higher Education, January 3, 2022 ([https://www.chronicle.com.libproxy.lib.unc.edu/article/explorefaculty-salaries-at-3-500-colleges-2012-20](https://www.chronicle.com/libproxy.lib.unc.edu/article/explorefaculty-salaries-at-3-500-colleges-2012-20))

## *How to Move Forward* → *Administration*

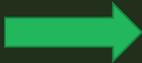


Concerted effort to award Distinguished Professorships to women and faculty of color

- Academic Affairs:
  - 77% of Distinguished Professors are men; 88% are white
- Health Affairs:
  - 76% of Distinguished Professors are men; 73% are white.



Take a broad perspective of how inequity in faculty and staff compensation stems from system practices in hiring, mentoring, promotion, retention, and how it impacts well-being and campus climate for all employees

*How to Move Forward*  *Administration*

Funding this initiative can be justified by making it an explicit part of the Strategic Plan

Already central to several components of Carolina Next:

**Build**

**Build Our Community Together**

- Objective 1.3: Develop contemporary instruments and establish metrics and benchmarks to annually track diversity, equity and inclusion efforts across schools and units

**Enable**

**Enable Career Development**

- Objective 3.3: Create opportunities to develop the careers of faculty and address the changing conditions affecting the professoriate

**Serve**

**Serve to Benefit Society**

- Object 6.2: Achieve impact by providing platforms, processes and policies that support faculty, staff, students and external stakeholders in co-developing solutions that address problems with critical implications for North Carolina and beyond

## *How to Move Forward*



### *Analysis*

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- Multiple methodologies are needed
  - regression used in OIRA studies is important but must be supplemented with alternative methods
  - Controlling for variables that are themselves gendered masks underlying problems
  - Problematic when samples are small: coefficient for African-American faculty in AA is \$4,100 (more than white faculty) but mean salary is \$20,710 less than white faculty

#### Compared to male faculty, female faculty:

- Are less likely to hold tenure and more likely to have a fixed term appointment.
- Are less likely to hold a full professor rank.
- Are less likely to have been awarded a permanent distinguished professorship.
- Received their highest degree more recently.

#### Compared to white faculty, faculty members in other racial/ethnic groups:

- Are less likely to hold tenure.
- Are less likely to hold a full professor rank.
- Received their highest degree more recently.

from OIRA, 2020

*How to Move Forward*



*Analysis*

Collaboration between OIRA, Odum Institute, faculty with expertise in statistical methodology

Use models from other institutions (e.g. UC Berkeley)

Supplement quantitative data with qualitative data about why faculty leave and how salary and raises are determined

*How to Move Forward* → *Accountability*

Salaries and raises are determined locally: by department chairs and SADs

Deans should look at historical patterns in departments, identify problems and enable solutions  
(e.g. justification of raise distributions)

COSOW's salary audit tools for race and gender

Employ best practices, rubrics for raise allocation

*How to Move Forward* → *Accountability*



## *Let's Lead*

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- We are not too different from our peers in our degree of faculty salary inequity
- This presents a great opportunity for us to be leaders in higher ed in this arena
  - Improve faculty morale
  - good press
  - it's the right thing to do

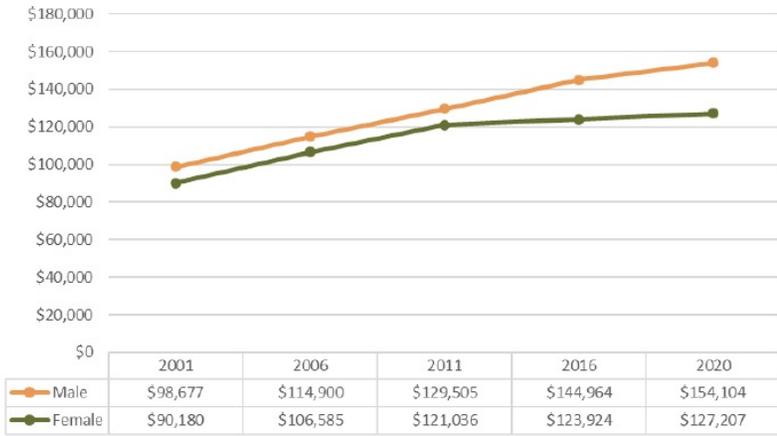
Thank you!



LEADING THE WAY

# *Appendix*

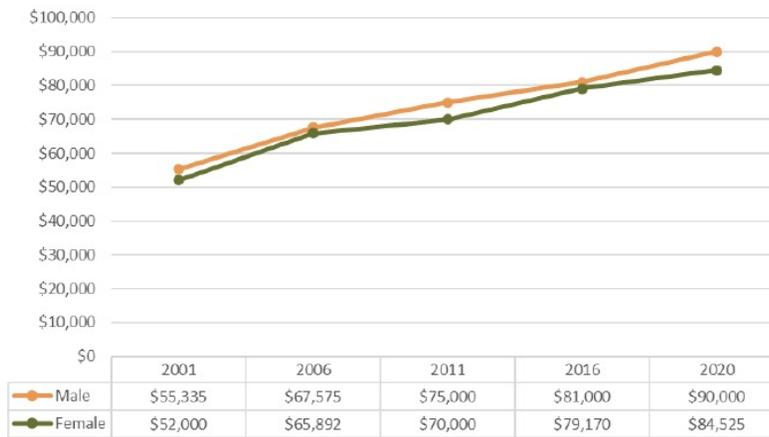
**Academic Affairs  
Tenured Professor  
Median Base Salary**



**Academic Affairs  
Tenured/On Tenure Track Associate Professor  
Median Base Salary**

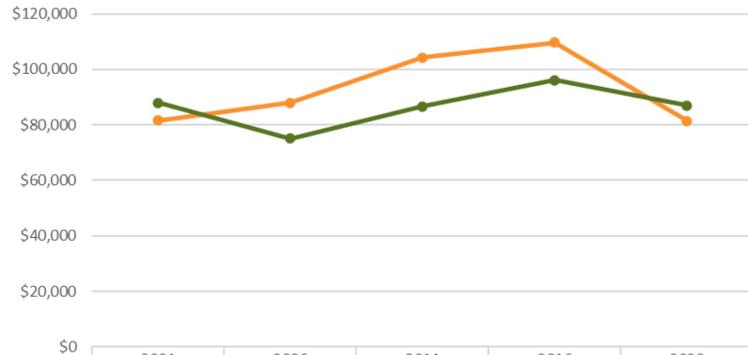


**Academic Affairs  
Tenure Track Assistant Professor  
Median Base Salary**



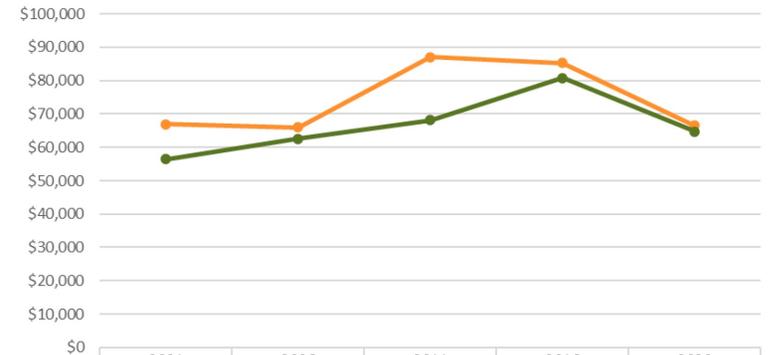
data from OIRA, 2021

Academic Affairs  
Fixed Term Professor  
Median Base Salary



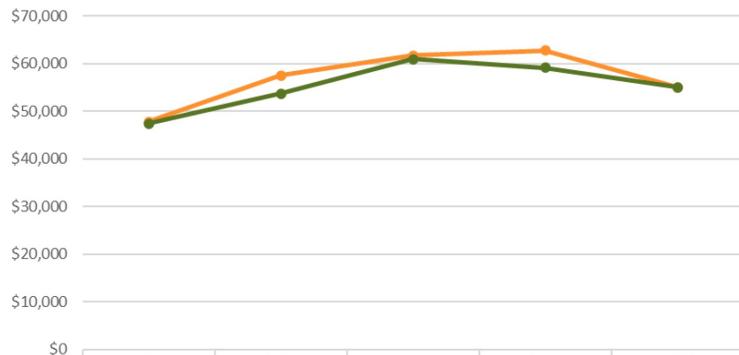
	2001	2006	2011	2016	2020
Male	\$81,657	\$87,935	\$104,292	\$109,655	\$81,384
Female	\$88,003	\$75,000	\$86,642	\$96,166	\$86,992

Academic Affairs  
Fixed Term Associate Professor  
Median Base Salary



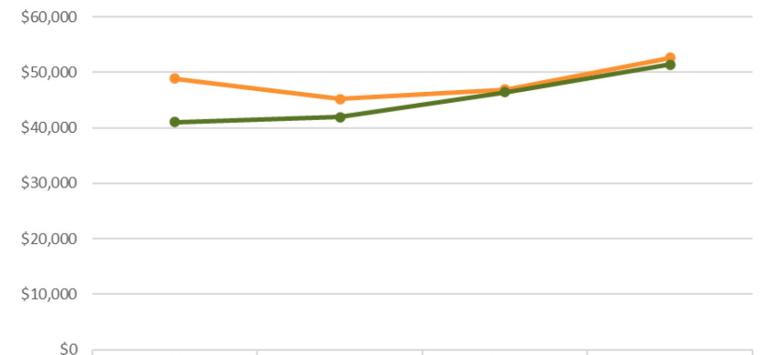
	2001	2006	2011	2016	2020
Male	\$66,966	\$65,925	\$87,074	\$85,260	\$66,501
Female	\$56,419	\$62,530	\$68,144	\$80,820	\$64,804

Academic Affairs  
Fixed Term Assistant Professor  
Median Base Salary



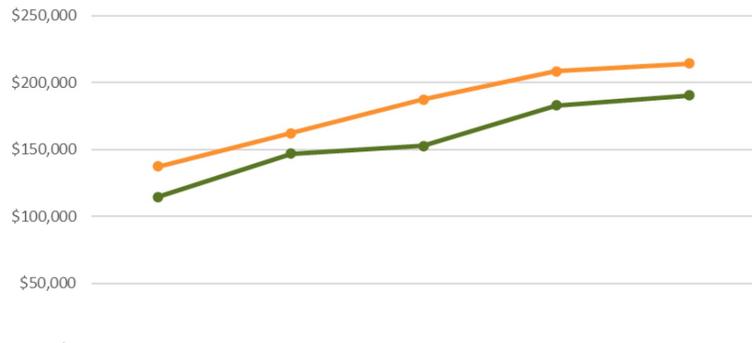
	2001	2006	2011	2016	2020
Male	\$47,798	\$57,500	\$61,675	\$62,671	\$55,000
Female	\$47,379	\$53,708	\$60,934	\$59,080	\$55,000

Academic Affairs  
Fixed Term Instructor & Lecturer  
Median Base Salary



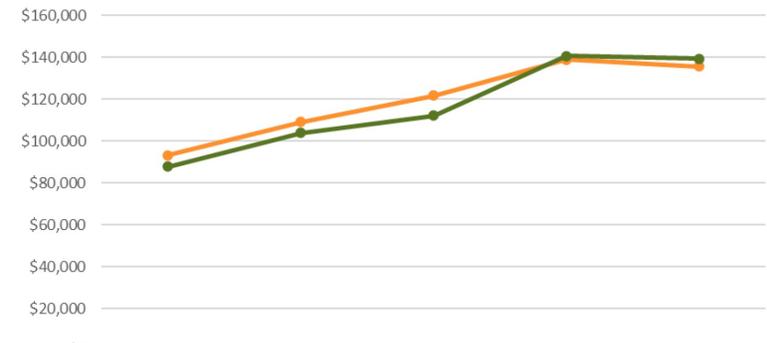
	2001	2006	2011	2016
Male	\$48,865	\$45,184	\$46,920	\$52,590
Female	\$41,029	\$41,916	\$46,400	\$51,410

**Health Affairs  
Tenured Professor  
Median Base Salary**



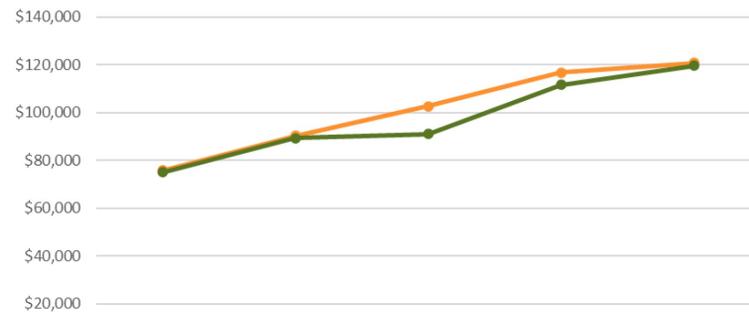
	2001	2006	2011	2016	2020
Male	\$137,340	\$162,180	\$187,293	\$208,346	\$214,035
Female	\$114,700	\$146,979	\$152,562	\$182,861	\$190,274

**Health Affairs  
Tenured/On Tenure Track Associate Professor  
Median Base Salary**



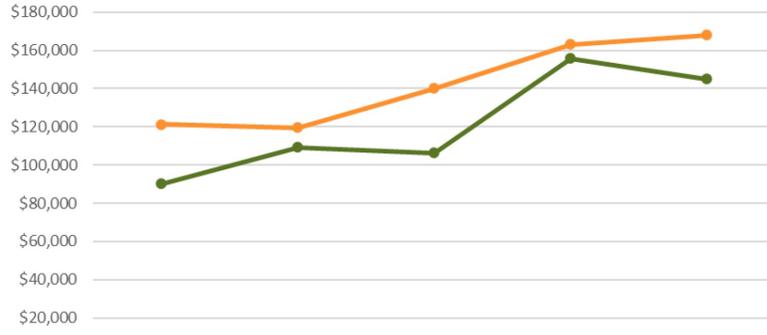
	2001	2006	2011	2016	2020
Male	\$93,306	\$109,225	\$121,796	\$138,951	\$135,711
Female	\$87,928	\$103,970	\$112,222	\$140,793	\$139,339

**Health Affairs  
Tenure Track Assistant Professor  
Median Base Salary**



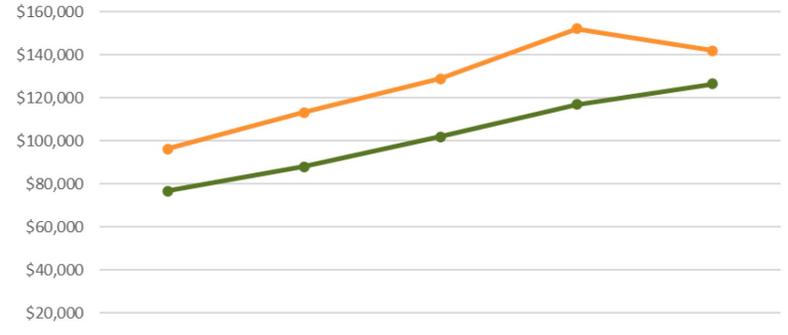
	2001	2006	2011	2016	2020
Male	\$75,719	\$90,173	\$102,689	\$116,725	\$120,750
Female	\$75,000	\$89,294	\$91,000	\$111,490	\$119,527

Health Affairs  
Fixed Term Professor  
Median Base Salary



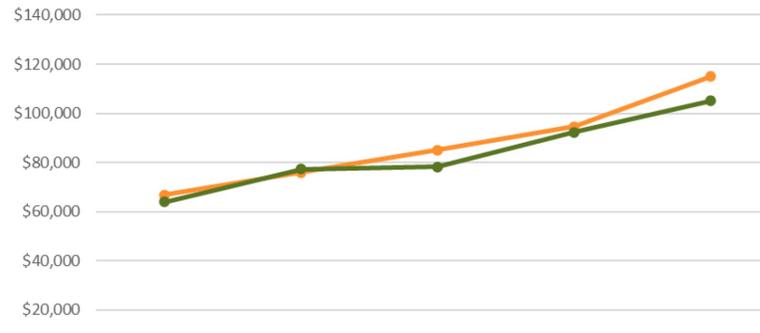
	2001	2006	2011	2016	2020
Male	\$121,293	\$119,621	\$140,000	\$163,175	\$167,939
Female	\$90,243	\$109,203	\$106,316	\$155,881	\$144,941

Health Affairs  
Fixed Term Associate Professor  
Median Base Salary



	2001	2006	2011	2016	2020
Male	\$96,373	\$113,313	\$128,900	\$152,184	\$142,000
Female	\$76,803	\$88,061	\$101,862	\$116,913	\$126,453

Health Affairs  
Fixed Term Assistant Professor  
Median Base Salary



	2001	2006	2011	2016	2020
Male	\$66,807	\$75,886	\$85,000	\$94,536	\$115,000
Female	\$63,863	\$77,181	\$78,176	\$92,250	\$104,963