



Seize the Day for Achieving Pay Equity in Higher Ed

Wednesday, December 2 | 1:00-2:00 p.m. ET

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CUPA-HR Webinar

Presenters



Jackie Bichsel, PhD
Director of Research

CUPA-HR



Melissa Fuesting, PhD
Survey Researcher

CUPA-HR



Kelsey Gregory, MBA, MS
Compensation Analyst

Indiana University

Agenda

- The case for addressing pay equity – now
- It takes a team
- It takes a timeline
- It takes a budget
- It takes goals
- It takes a plan and commitment
- Others have done it; you can too



Isn't this a bad time to do a pay equity analysis?

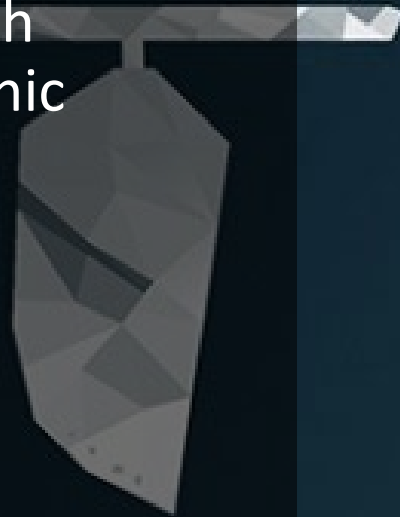
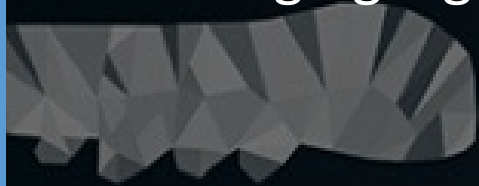
- Everything is up in the air right now
- We're too busy making workforce changes in light of budget cuts
- COVID-19 has resulted in all our staff taking on more responsibility





Perfect Storm of Change

- Pandemic
- Workforce shifts
- Enrollment decline
- Budget cuts
- Equity activism for both women and racial/ethnic minorities
- Emerging legislation

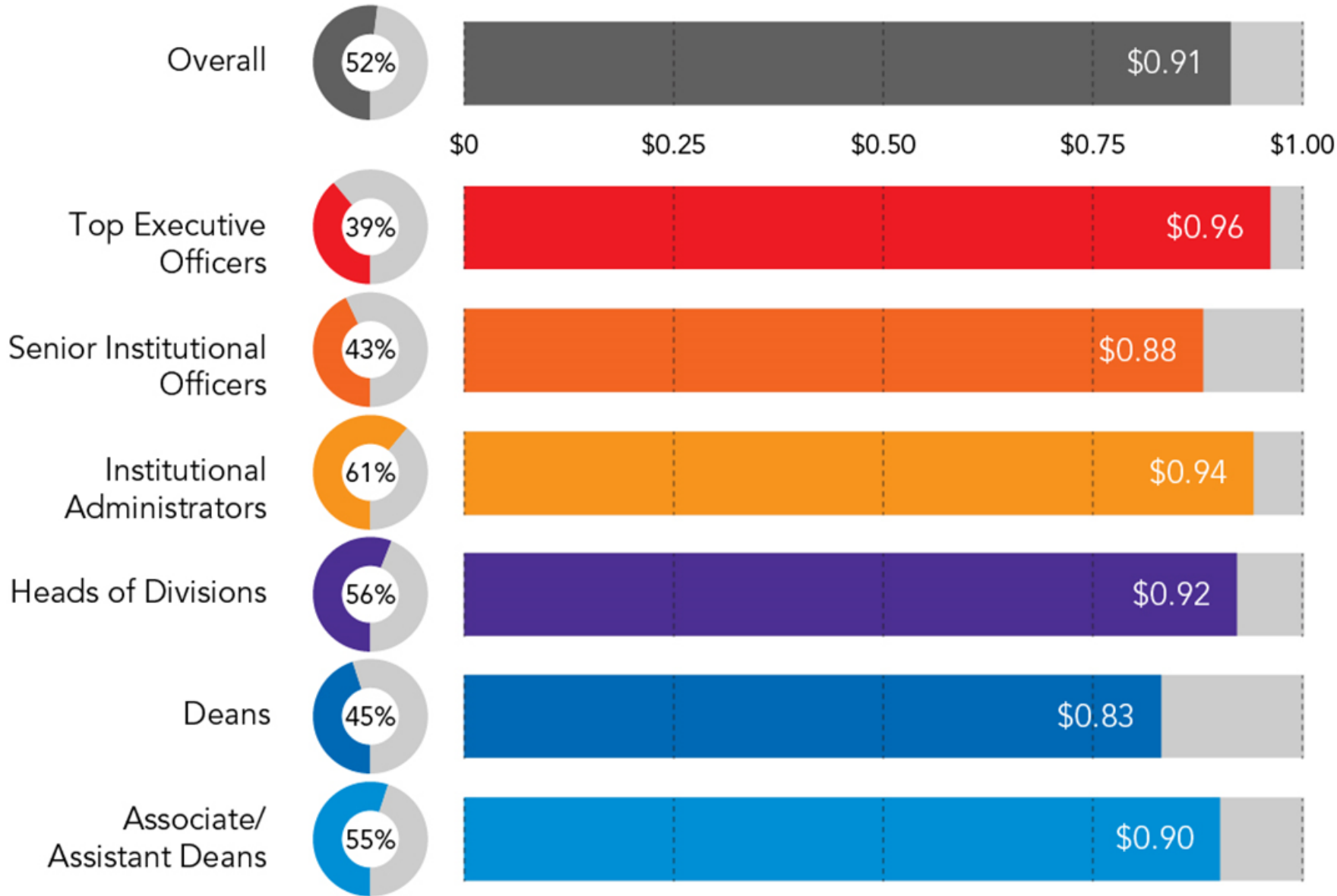


Representation and Pay Ratios of Women by Administrative Category



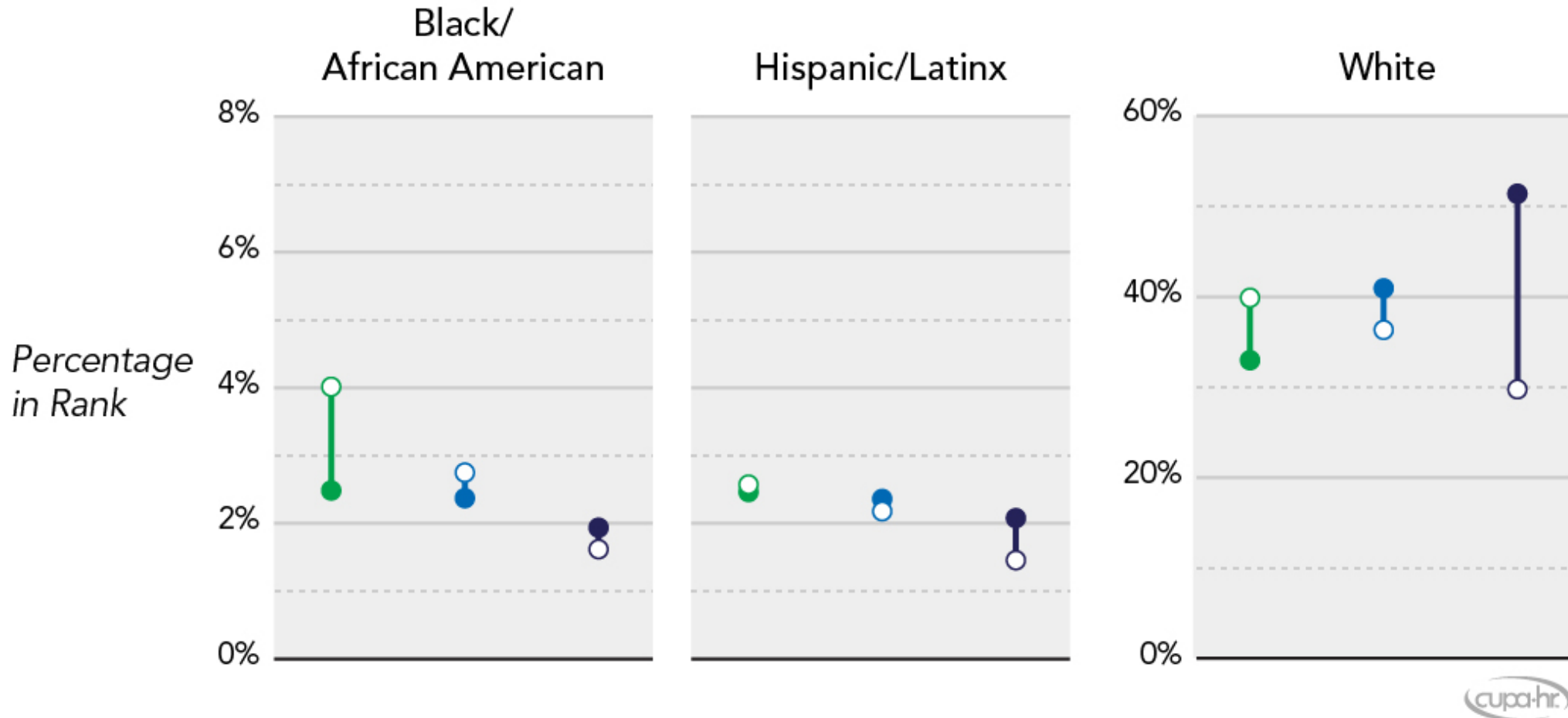
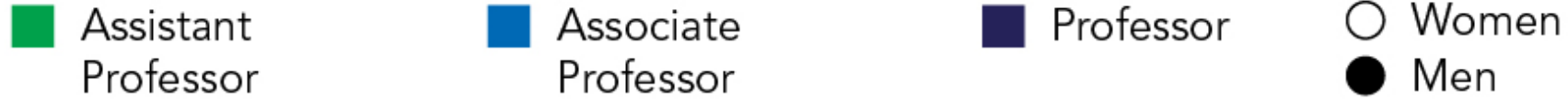
Percentage Women

Median Pay Ratio of Women to Men Controlling for Position



Women Are Underpaid in Nearly Every Position in Higher Ed

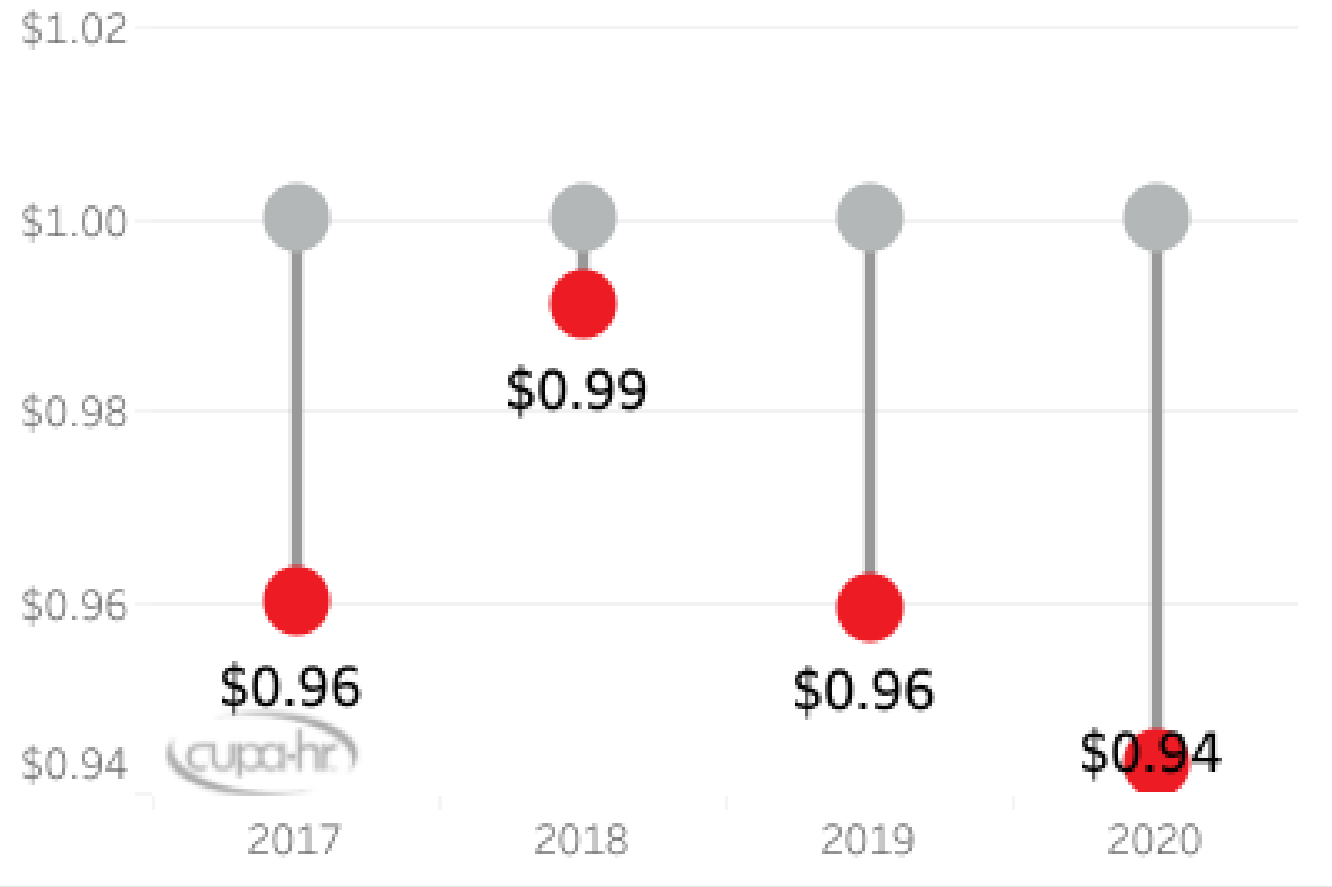
Representation by Rank, Sex, and Race/Ethnicity



With Each Promotion in Rank, the Representation of Female and Minority Faculty Decreases



Pay Ratio of Black Non-Exempt Staff in Higher Ed



Source: <https://www.cupahr.org/knowledge-center/diversity-resources/black-and-white-higher-education-workforce/>

Take Action

- Holistic Analysis
- Targeted Analysis





Identify Possible Sources of Inequity at Your Institution

- Base pay rate
- Merit increase disparities
- Bonus pay disparities
- Promotion gaps

Prevention Is Key



Formulate Your Team

- Leaders and stakeholders who will guide the effort and see it through to completion
- Title IX officer and/or legal counsel
 - Need someone who knows state and federal law around Title IX and the Equal Pay Act
- Budget Analyst
- Statistician/Data Analyst
 - Need someone with experience in regression analyses and controlling for the effects of variables
- Consider whether to outsource to a consultant, especially if doing a holistic pay equity analysis



Scope Out Your Timeline

- Have target dates aligned with your goals
- Consider budget at each stage of the timeline
- Make decisions about transparency at each stage in consultation with all team members

Collect and Organize Data – Organizational/ Geographic/ Market Data

- Division/school/department
- Job family/function
- Geographic location
- Market pay
- Others as determined (e.g., retention likelihood, retention importance)

Collect and Organize Data – Employee Data

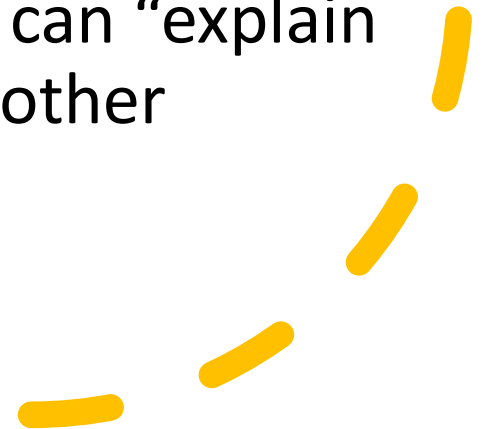
- Sex/gender
- Race/ethnicity
- Age
- Exempt status (exempt or non-exempt)
- Length of time in position
- Pre-hire experience (will need to be quantified)
- Education (pre-hire and post-hire)
- Certifications or other credentials
- Performance ratings
- Promotion history

Statistical Analysis

- Important to control for certain variables with regression or other methods
- Will need to weight variables for various positions (e.g., education will have a lot of weight for some positions, moderate weight for others, and 0 weight for others)
- A good statistician/data analyst will be able to help you:
 - Tease apart the relative contributions of each variable to pay inequities
 - Identify the areas where you have the greatest problems/inequities

Drawing Conclusions/ Making Decisions

- Important to recognize that pay differences MAY be explained by differences in a variable other than gender or ethnicity or age
 - Experience, education, performance ratings, etc.
- HOWEVER, it is equally important to recognize that these other variables may themselves be biased
- You have a problem EVEN IF you can “explain away” pay inequities with these other variables



Know Where Your Organization Stands



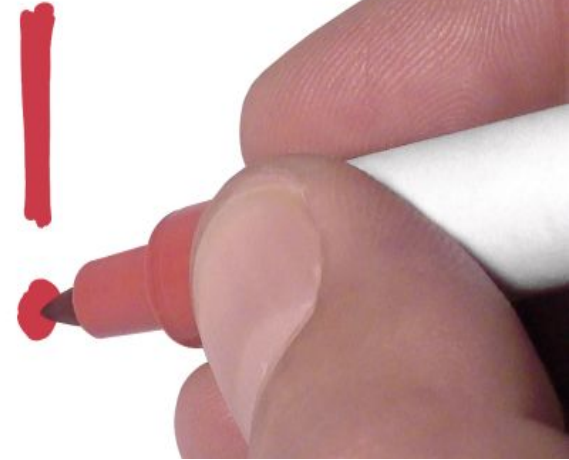
- To approach better pay equity, it is crucial to know where your organization stands
- CUPA-HR's Data on Demand tool
- Not knowing = perpetuation of, rather than correction of, ongoing issues

Pay *Inequity* at Your Institution

- Deviation from market/industry salary data
- Distribution of internal controls for salary-setting
- Inconsistent classification system and/or salary structure
- Lack of transparency in compensation philosophy across organization
- Occupational segregation
- “This is how we’ve always done it” compensation mentality
- Unconscious bias in pay practices
- Vertical gender segregation



Pay Equity Is Important to Employees



- Equal Pay Day
- “Ban the box” legislation and shift to pay transparency
- Consistent data from CUPA-HR, professional salary surveys, and HR organizations that points to disproportionate pay across populations
- Numerous news headlines of pay equity lawsuits and settlements

Pay Equity Lawsuits in Higher Education

2018

University of Cincinnati
settlement of \$212,500

University of Denver
settlement of \$2.66M

2019

University of Arizona
settlement of \$190,000;
2nd settlement of \$100,000

University of Miami faculty
files gender pay
discrimination complaint
with EEOC; EEOC sues UM

2020

Illinois State University
faculty alleges gender pay
discrimination; litigation
pending

University of Denver 2nd
settles gender pay
discrimination case in
undisclosed amount

Pay Equity Analysis in Higher Education



- University of Maine
- University of Texas at San Antonio
- University of Oregon
- University of Denver
- Various market-par pay equity analyses



1. Pay gaps in higher education are apparent
2. Pay equity analysis involves significant planning
3. Robust data collection is crucial to in-depth analysis
4. Take a realistic look at your institution to figure out where to start
5. Follow the headlines: pay equity is an important and timely topic, and that trend is only going to intensify over time

Have a Question?



Jacqueline Bichsel, PhD, Director of Research, CUPA-HR:
jbichsel@cupahr.org

Melissa Fuesting, Survey Researcher, CUPA-HR:
mfuesting@cupahr.org

Kelsey Gregory, MBA, MS, Compensation Analyst, Indiana University:
kelspier@iu.edu



Thank You

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