

# Administrative response to the CASP Report on academic salary differentials by gender

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## *Introduction*

Document D08 42 presented at the 11 February 2009 meeting of Senate reported the results of a detailed statistical analysis of academic salary differentials by gender at McGill. The work was undertaken on behalf of the Committee on Academic Salary Policy (CASP), which is a parity committee of McGill senior administrators and representatives from the McGill Association of University Teachers (MAUT).

The basic parameters for the study were established by CASP, but the analysis itself was undertaken by Prof. Michael Smith, Department of Sociology and a Fellow of Senate, in conjunction with Prof. Jennifer Hunt and Prof. Daniel Parent, both of the Department of Economics, and the actual data runs were performed by Mr. Charles Lavergne of Planning and Institutional Analysis (PIA). I would like to take this opportunity to thank them for their time, efforts, and expertise in these matters and for the diligence they exercised in developing the analysis. I would especially like to thank Prof. Smith for the clarity and enthusiasm he demonstrated in making the presentation.

In presenting this administrative response to the statistical report presented in D08 42, first and foremost, I would like to state that the administration is committed to adopting remedial measures in order to correct any anomalies that potentially exist. Further, we plan to put into place mechanisms to help us prevent any recurrence of identified problems once they have been fixed.

## *Recapitulation of salary system issues at McGill*

"Slide 7" ( ) of D08 42 nicely summarises the various components of McGill's pay policy for tenure track professors that are likely to influence salary outcomes:

- a) variations in entry level pay that reflect (more or less) market forces across disciplines

- b) annual pay increases that are substantially tied to merit
- c) increases in base pay that are meant to retain at McGill someone who has been offered a job elsewhere
- d) pay increases that are given as a premium for having been promoted
- e) higher pay, usually in the form of academic stipends or larger **having**





- c) Within the Faculty of Medicine, there was no significant difference in the pay of men and women using log transformed earnings; there was a difference of about \$4,000 using raw dollars, but it is not “statistically significant”
- d) Within the Faculty of Science, there is no evidence of a female earnings disadvantage
- e) In all cases differences are eliminated when the effects of being recruited from outside at the full professor level and/or when awards (CRCs, Dawson and McGill chairs, other awards) are controlled.

### *Some additional descriptive information*

Let me return briefly to the earlier discussion of the components of the salary system that is used to determine academic pay at McGill: negotiated starting salary conditioned by external market forces, largest component of annual increases determined by merit (but added to base), retention premium to stay at McGill based on external offers, pay increases (recently re introduced after a considerable hiatus) for promotion, and academic stipends for holding “named” chairs.

, we have no data in the HRIS on starting salary. This may be an important component of an initial differential compounding over time to pay differences by gender if women are offered and accept lower salaries than comparable male colleagues.

, a chart presented in Senate D08 42 (Slide 15) shows that women in the last four merit exercises have not been disadvantaged, but we do not have easily available data for earlier periods.

, McGill’s academic renewal program started in 2000 and by the start of the academic year 2008, we had hired 863 new professors; the University has retained 86% of the 291 women who have been hired and 87% of the 572 men.

, the probability of being promoted from assistant professor without tenure to associate professor with tenure has so far

## Conclusions and administrative action plan

Within these regression results, some salary observations may be below their predicted values because they belong there, others may be above those values for no apparent reason. The last conclusion presented on Slide 33 of D08 42 states: "In all cases differences are eliminated when the effects of being recruited from outside at the full professor level and/or when awards (CRCs, Dawson and McGill chairs, and other awards) are controlled." In other words, university wide the regression model does not detect any statistically significant gender effects AFTER the point when rank (where it is not confirmed to be endogenous to the model) and/or holding a named chair (or being hired at full professor) are introduced into the equations. While most of the gender inequalities appear to be functions of other variables (rank, years since PhD, awards), questions still remain on potential policy implications and procedural matters where such inequalities might instead be inequities.

- 5) **Benchmarking:** We will undertake to benchmark McGill policies and performance not only against the current situation, but also to measure future progress relative to the top research intensive universities in North America especially in relation to hiring, promotion, salaries, and departmental/Faculty leadership.

### **III. Targeted interventions to address possible structural biases**

- 6) **Working environments:** The Provost and Deans will work closely with the Principal's Task Force on Diversity, Excellence, and Community Engagement in exploring McGill's overall and some unit specific working environments for women faculty members. The objectives will be to ensure that (a) central and local academic leaders are attuned and sensitive to potential difficulties, (b) faculty members are aware of available and appropriate policies, and (c) women have ample opportunity for career advancement.
- 7) **"Family friendly" policies and practice:** Working closely with the Principal's Task Force on Diversity, Excellence, and Community Engagement, an administrative working group reporting to the Provost will be struck to explore these matters and to help determine ways to implement improvements.

### **IV. Detailed reassessment of McGill's academic salary policy measures**

- 8) **McGill's pay system for professors:** The Office of the Provost will immediately undertake a full re examination of the premises of McGill's current salary system and our academic salary and total compensation policy measures and bring them forward as a major agenda item for the Committee on Academic Salary Policy starting in September 2009. Results will be shared with the Principal's Task Force on Diversity, Excellence, and Community Engagement.

### **V. Accountability and monitoring of the actions to be taken**