

March 5, 2001

Review of new Office of Institutional Research (OIR) Salary Report I format
Prepared for the Faculty Council by the Faculty Welfare Committee

BACKGROUND:

At the direction of the Faculty Council, the Faculty Welfare Committee has undertaken three initiatives to promote implementation and monitoring of the Council's faculty salary policy. In 1998, the Committee completed a survey of individual units' salary policies, and a survey of unit heads' assessments of their unit's salary policy. This report considers the third of these initiatives: a restructuring and review of the annual Salary I (internal statistics) report produced by the Office of Institutional research.

The primary function of these initiatives has been the creation of a set of analytical tools useful for monitoring the realization of salary equity. The principle at issue here is that salary should be commensurate with merit, and the Salary I report offers the best opportunity for assessing the University's success in achieving this ideal.

Up until now, such assessment was hampered by the fact that salary data were available only in highly disaggregated form, or in highly aggregated form. Both the disaggregated data (alphabetically listed reports on individual faculty members' salaries, available in Davis Library), and the aggregated data (school-and-department- level reports in the current Salary I report format) make it difficult to assess the success of individual units in addressing equity concerns. Current individual-level data does not readily support comparisons of individuals within units, and unit-level data precludes consideration of individuals within units.

To help correct these difficulties, the Faculty Welfare Committee recommended to the Office of Institutional Research a number of revisions in the annual Salary I report. These revisions were intended to produce a visual representation of the organization of unit salary structures that would 1) facilitate assessment of salary equity concerns in the various University academic units, and 2) provide data of use to individual faculty members who may wish to assess their own status in their unit's salary structure.

REVISIONS OF THE OIR SALARY I ANNUAL REPORT:

The Faculty Welfare Committee proposed, and the OIR implemented, the following changes to the annual Salary I report:

- Creating a new method of determining "years at UNC." (The existing method distinguished "continuing faculty" from "new hires" by defining these categories in terms of those hired before or after January 1995. OIR will now include "year of hire at UNC" as part of the personnel record.)
- Graphically presenting salary structures for individual units showing salaries of individual faculty (by amounts only; no names), organized by rank, and years in rank, running from most junior to most senior.

In addition, OIR produced, and the Faculty Welfare Committee endorsed for inclusion in the annual Salary I report, additional unit graphs showing:

- For each unit, the salary range within each rank, using "box and whisker" graphs illustrating upper and lower limits of the salary range, the median salary, and the limits of the 25th and 75th percentile salary groups in rank.
- For each unit, the salary range within each rank, disaggregated by sex and race, using "box and whisker" graphs illustrating upper and lower limits of the salary range, the median salary, and the limits of the 25th and 75th percentile salary groups in each rank grouping.

After reviewing the prototype for these changes, the Faculty Welfare committee offered additional suggestions to OIR for improving the usefulness of the various charts, including:

- Clarification of the category "non-white."
- Use of a uniform scale in all unit graphs. (Some graphs were more difficult to compare because unusually high or low salaries changed the graph scale).

Finally, the Committee recommends that the availability of these materials is advertised to the University community, and that they be made available to the public by posting a digital copy on an appropriate web-site, and a print copy in the main Library along with the individual salary figures already available.

GENERAL PRINCIPLES OF INTERPRETATION:

The Faculty Welfare Committee agreed on several general principles of interpretation for the data in the OIR annual Salary I reports. However, since the existence of salary inequities in individual cases cannot be definitively established from the OIR data alone, the Committee thought it ill-advised for it, or any body representing the Faculty Council, to assume responsibility for identifying problems of salary inequities for specific individuals, or in specific academic units below the school level.

- The reviewing body of the OIR Annual Salary Reports for the Faculty Council (perhaps the Faculty Welfare Committee) should limit its oversight to the identification of patterns of possible inequities that are not unit-specific below the school level. For example, such reviews might discuss patterns of possible problems for classes of persons (i.e., by race, sex, rank, years at UNC, etc) in, say, the School of _____, but would not address particular departmental units, or the situations of particular individuals, in the school. The principle here is that the purpose of the review is to identify patterns of University management that may be of interest to the University community as a whole.
- It is the responsibility of unit administrators to monitor equity issues within department-level units. The data in the annual salary report can provide a useful tool in this regard, but administrators are the only persons who can gain access to the full range of information required to make a reasoned decision about these matters.
- It is the responsibility of individual faculty to determine for themselves whether they may have suffered from salary inequities. The data in the annual salary report can, at best, identify *possible* cases of inequity, but cannot establish the fact of inequity for individual cases.

Given these general principles, the Faculty Welfare Committee seeks guidance from Faculty Council on which, if any, interpretive endeavors it wishes the Committee to undertake.

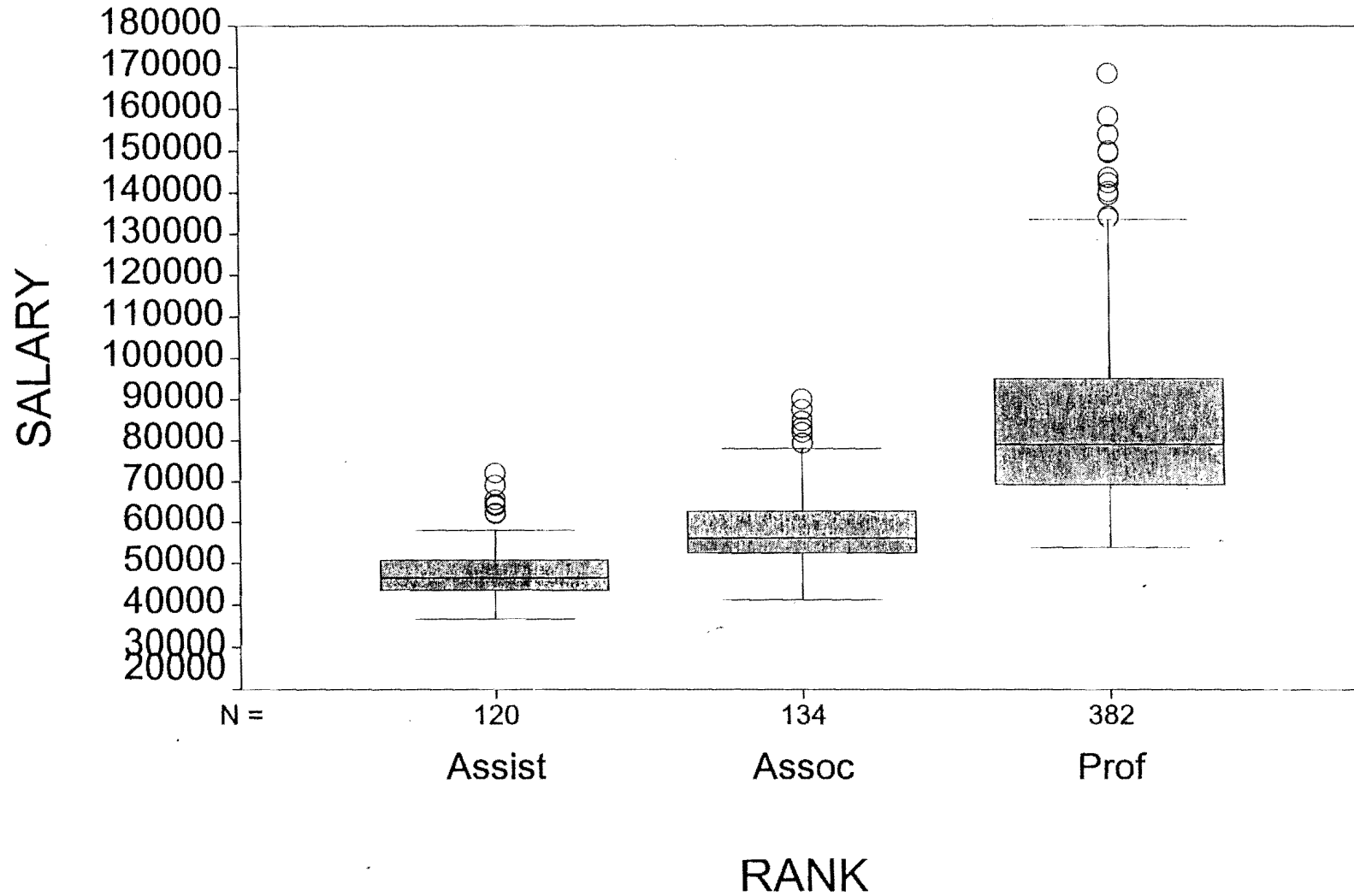
FUTURE USE OF THE OIR SALARY I REPORT

The usefulness of the new Salary I report format should increase significantly as it becomes the basis of longitudinal analyses of salary structures at Carolina. While it is certainly the case that the data in any individual year can be helpful for understanding salary practices at the University, comparative analysis of changes in salary structures over time should make this understanding more robust.

With the new Salary I report format, Faculty Council, and the University community more generally, should be able to monitor salary equity concerns in a variety of areas. For example, monitoring the effects of market forces on salary structures, and tracking of race and gender equity in salaries, can be more readily realized using the new Salary I report format. A potentially useful tool in promoting the ideal of reward for meritorious achievement, the Salary I report should become a staple resource for institutional governance in the years to come.

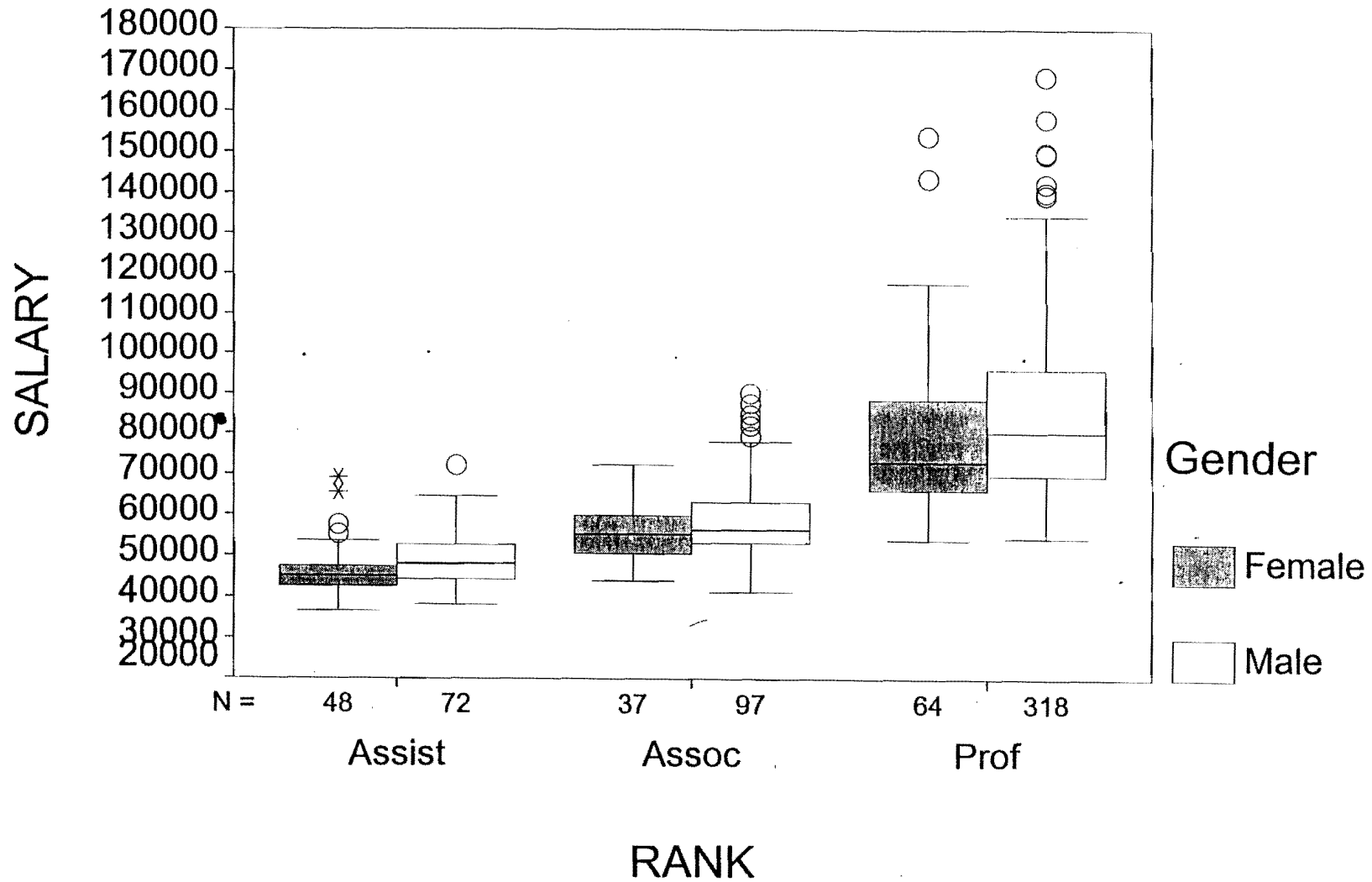
Faculty Salaries By Rank

College of Arts & Sciences



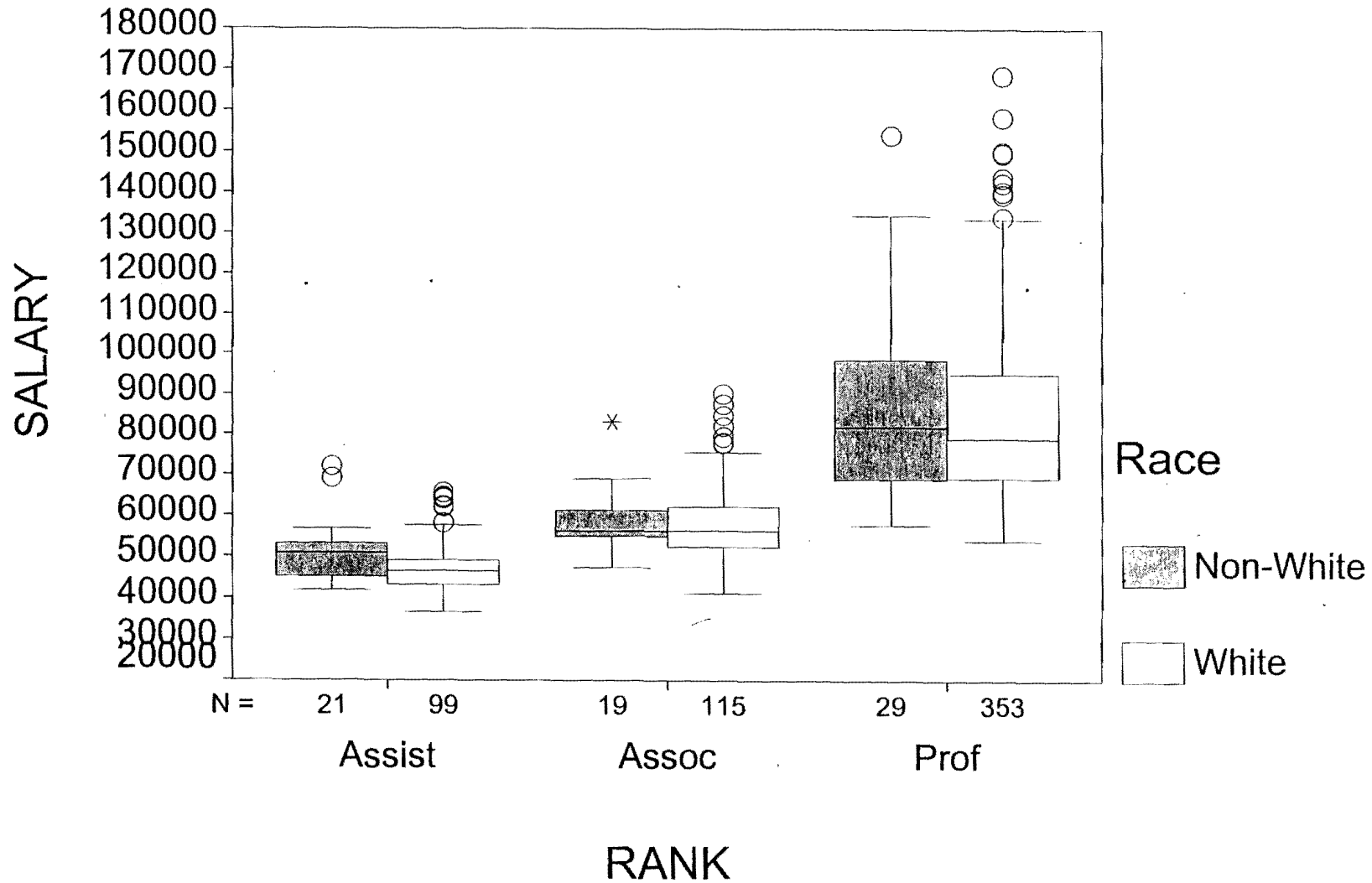
1999-00 Salaries by Rank and Sex

College of Arts & Sciences



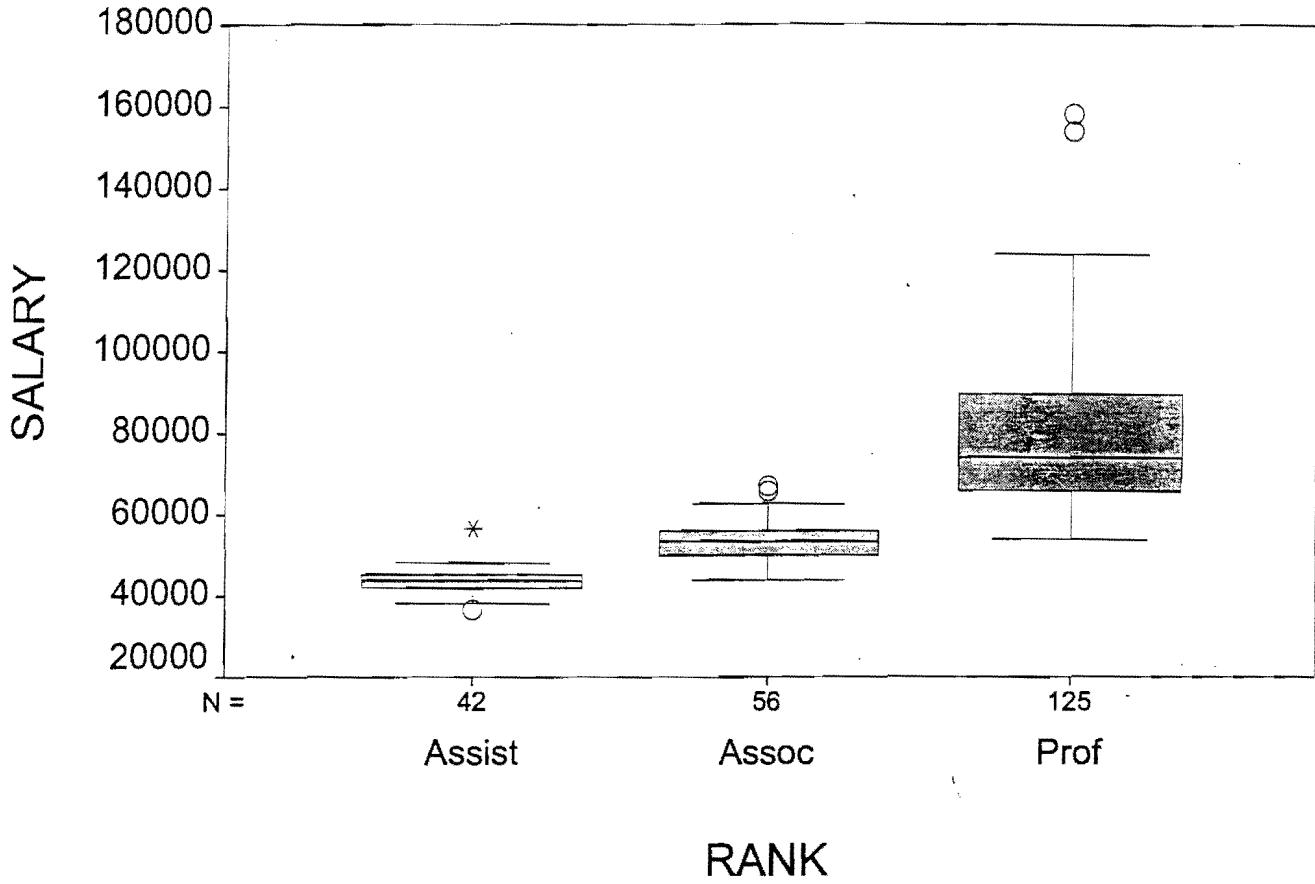
1999-00 Salaries by Rank and Race

College of Arts & Sciences



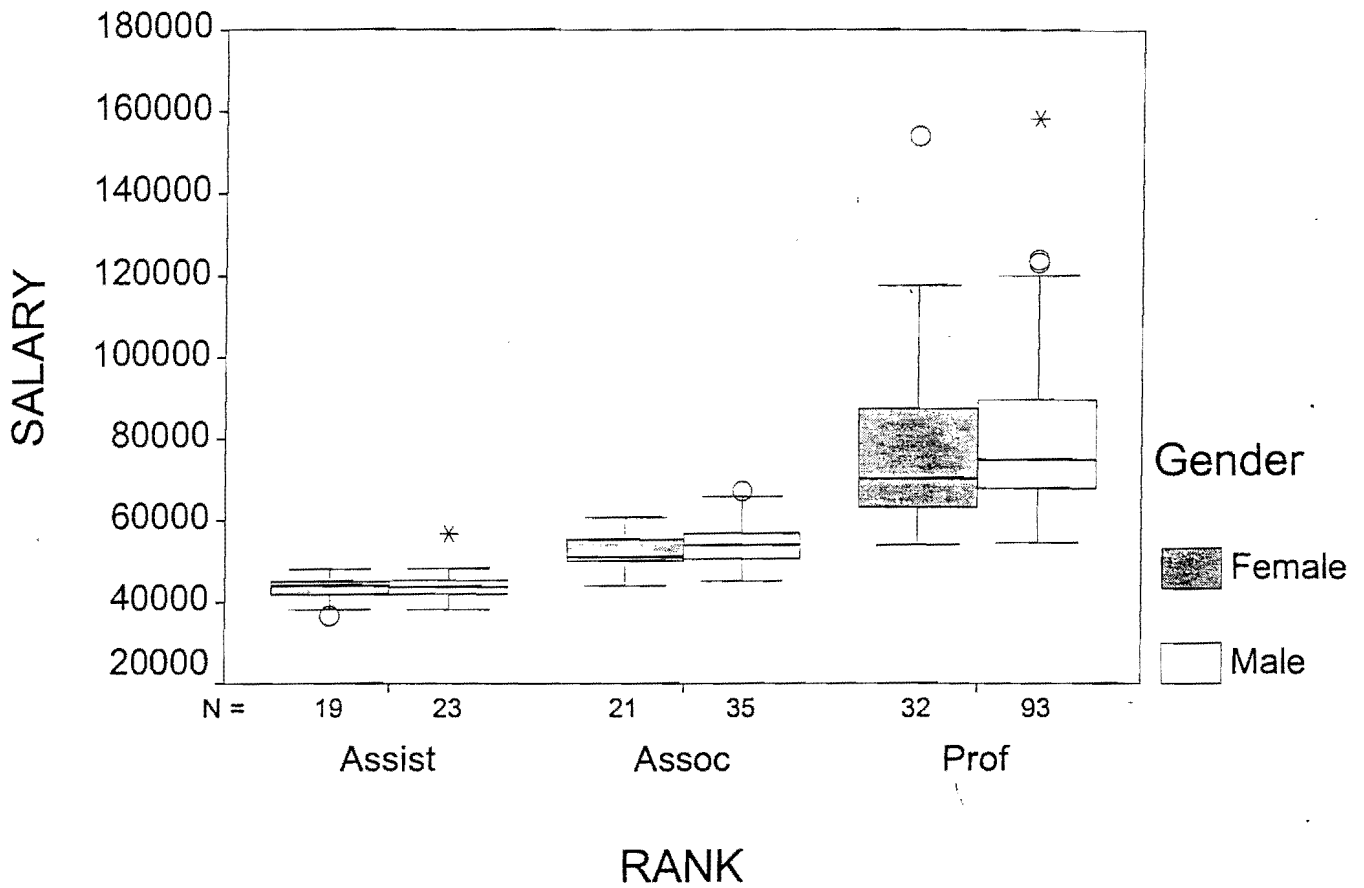
Faculty Salaries By Rank

College of A&S - Fine Arts/Humanities



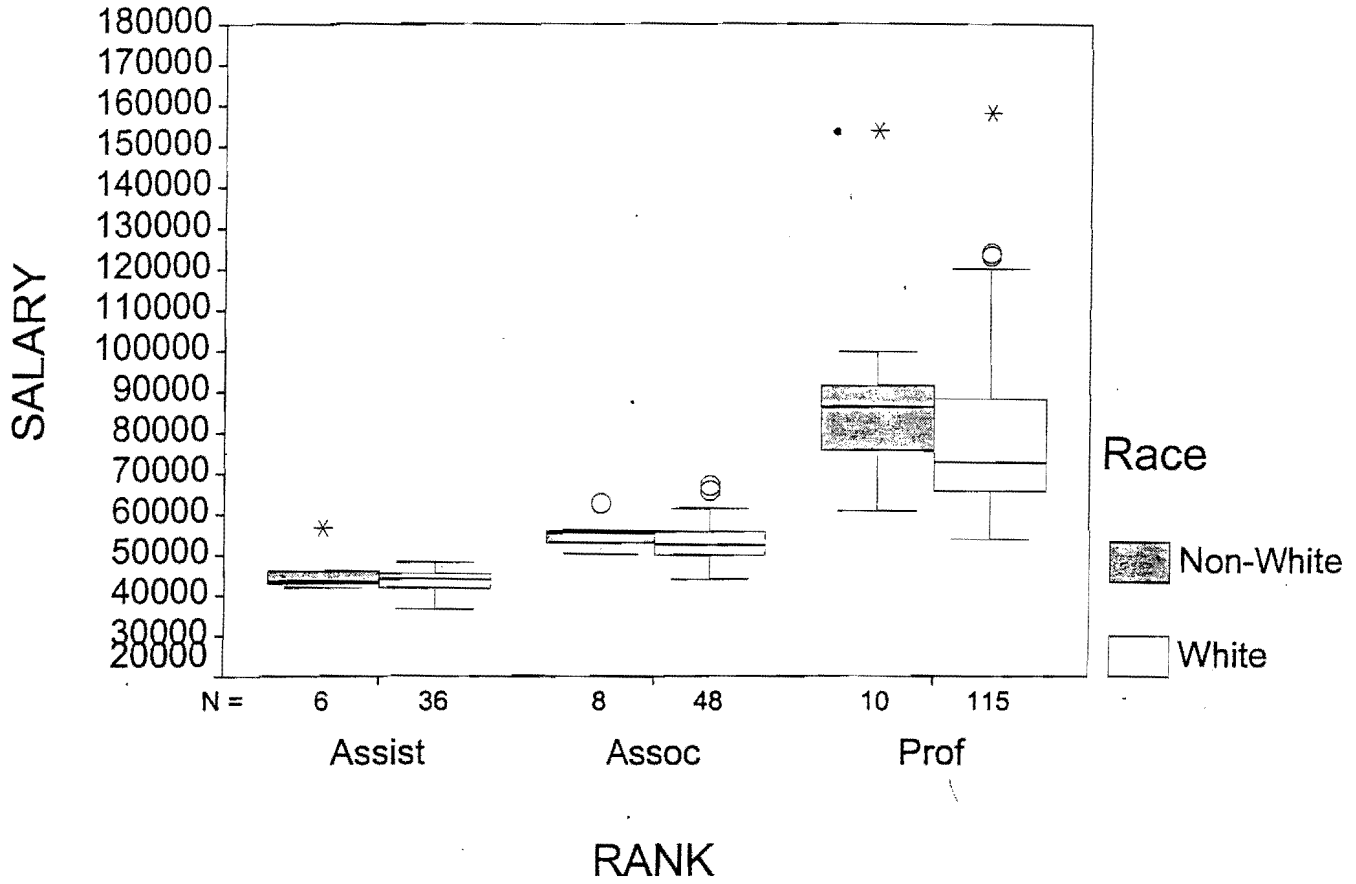
1999-00 Salaries by Rank and Sex

College of A&S - Fine Arts/Humanities



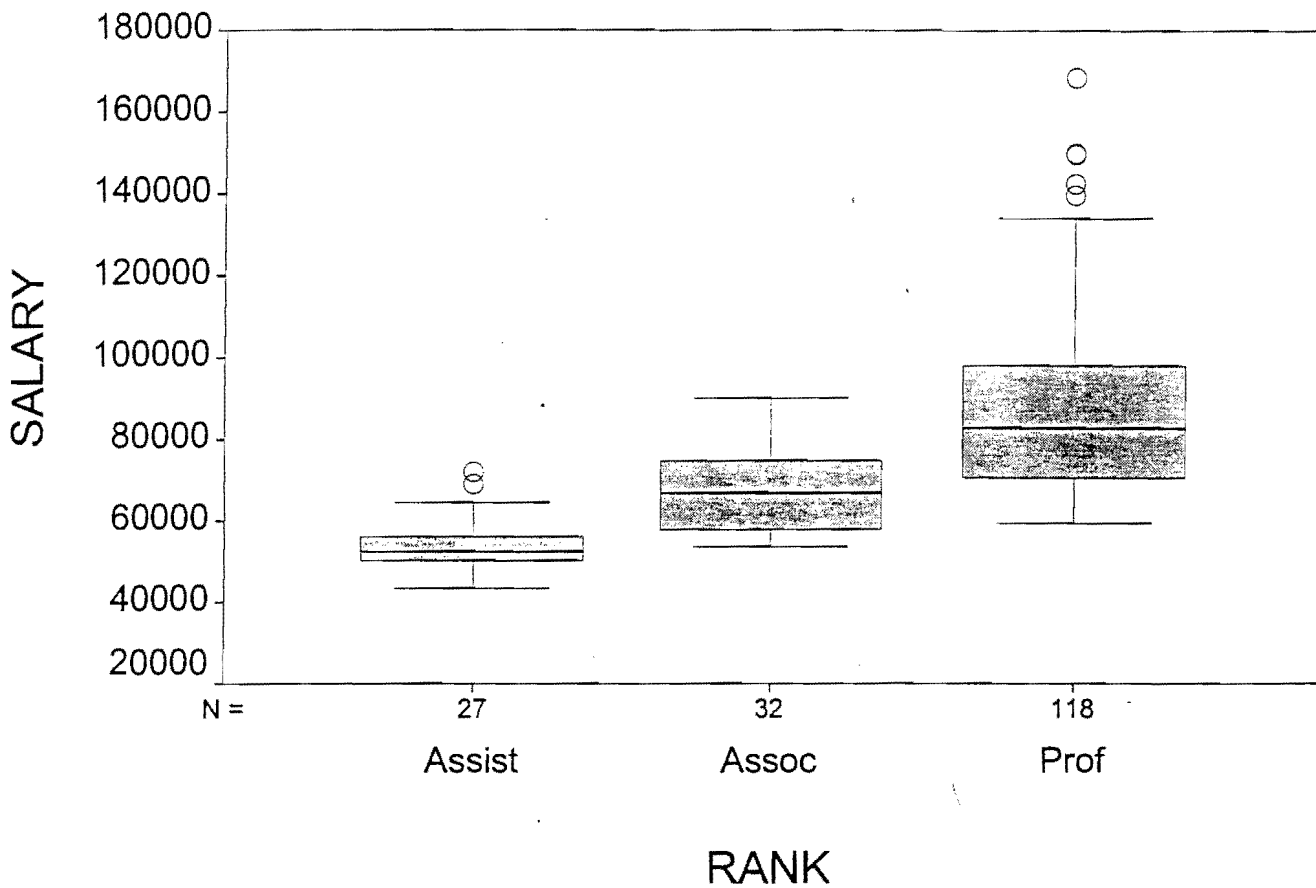
1999-00 Salaries by Rank and Race

College of A&S - Fine Arts/Humanities



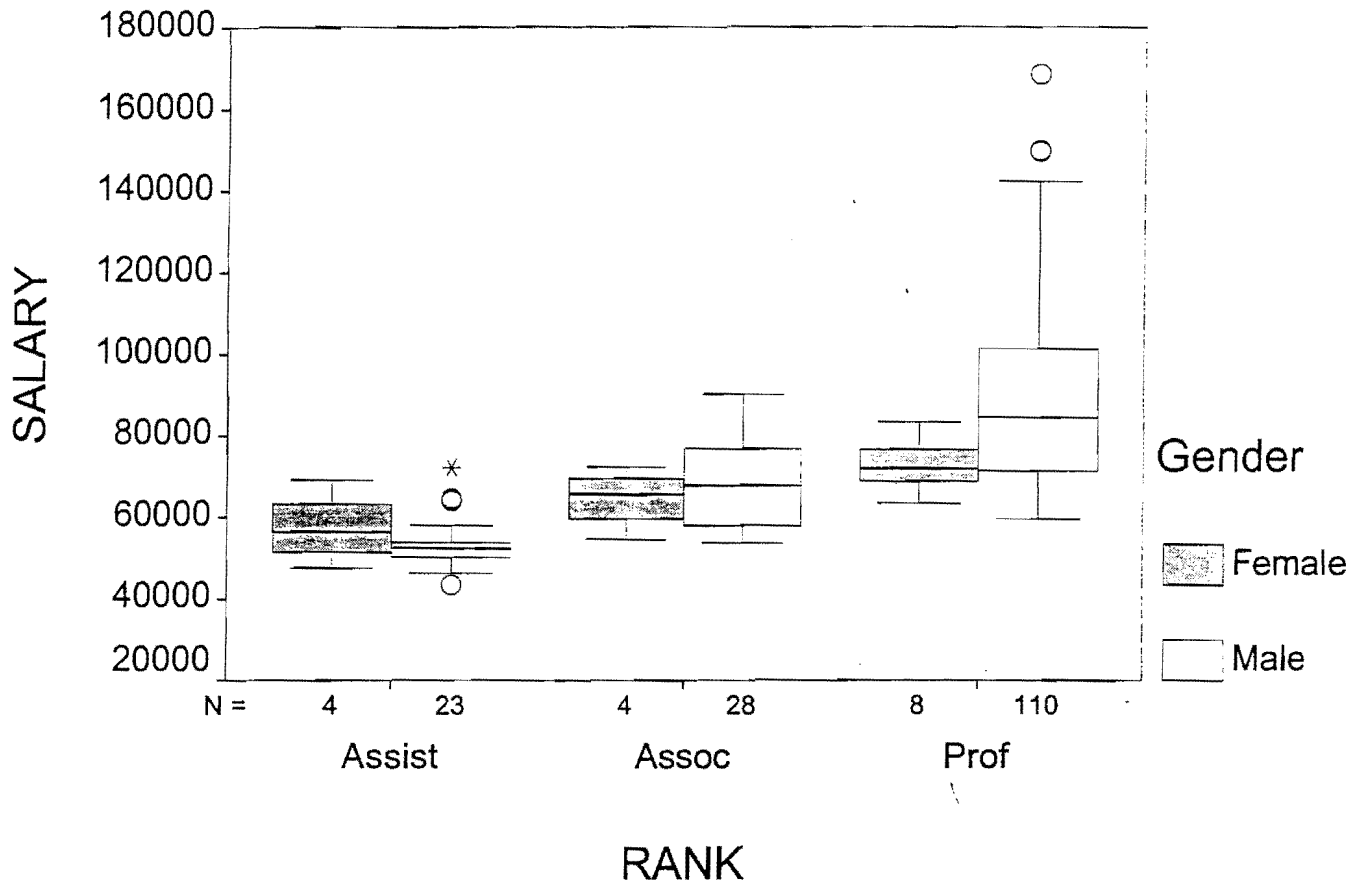
Faculty Salaries By Rank

College of A&S - Natural Sciences & Math



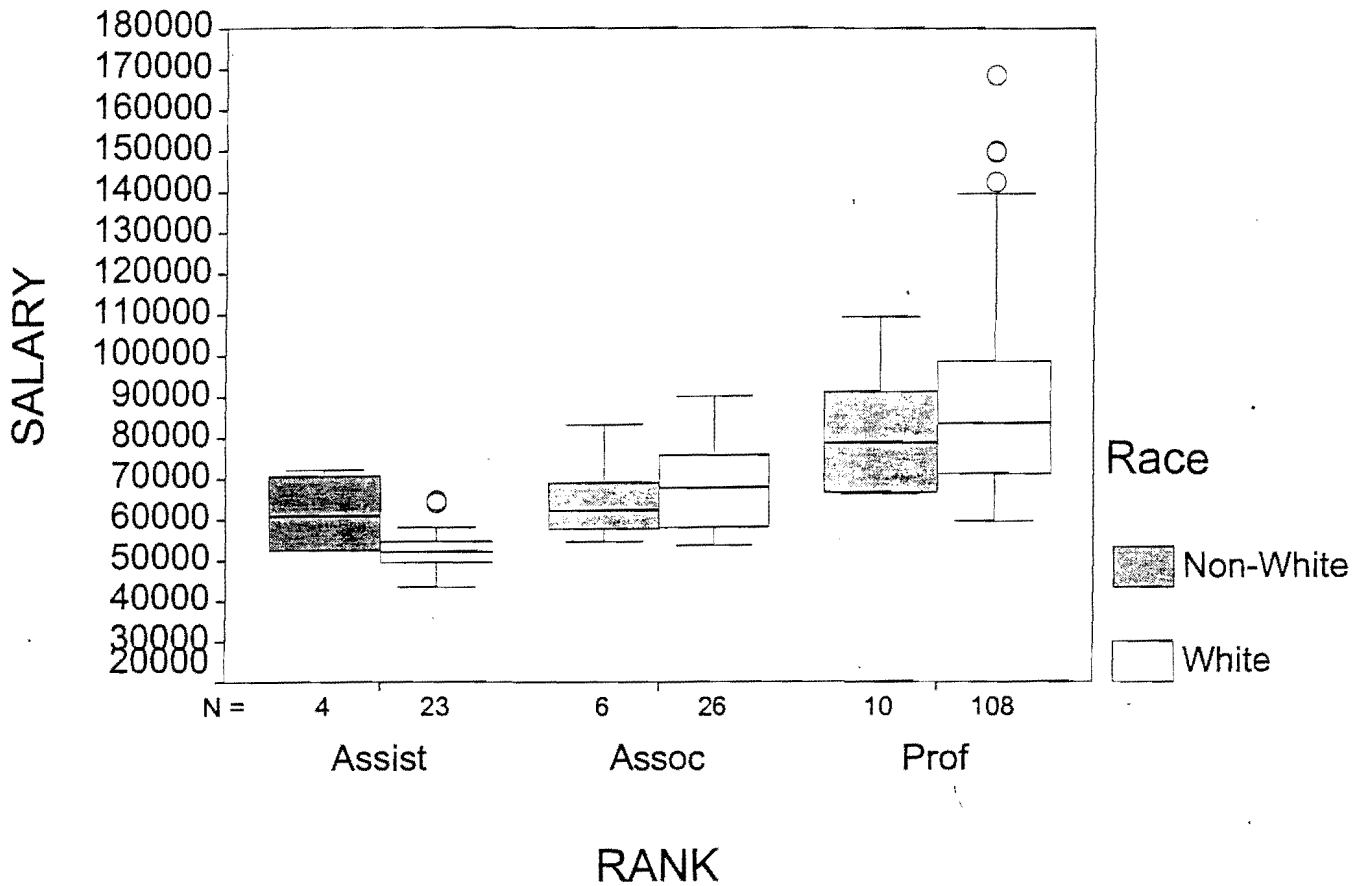
1999-00 Salaries by Rank and Sex

College of A&S - Natural Sciences & Math



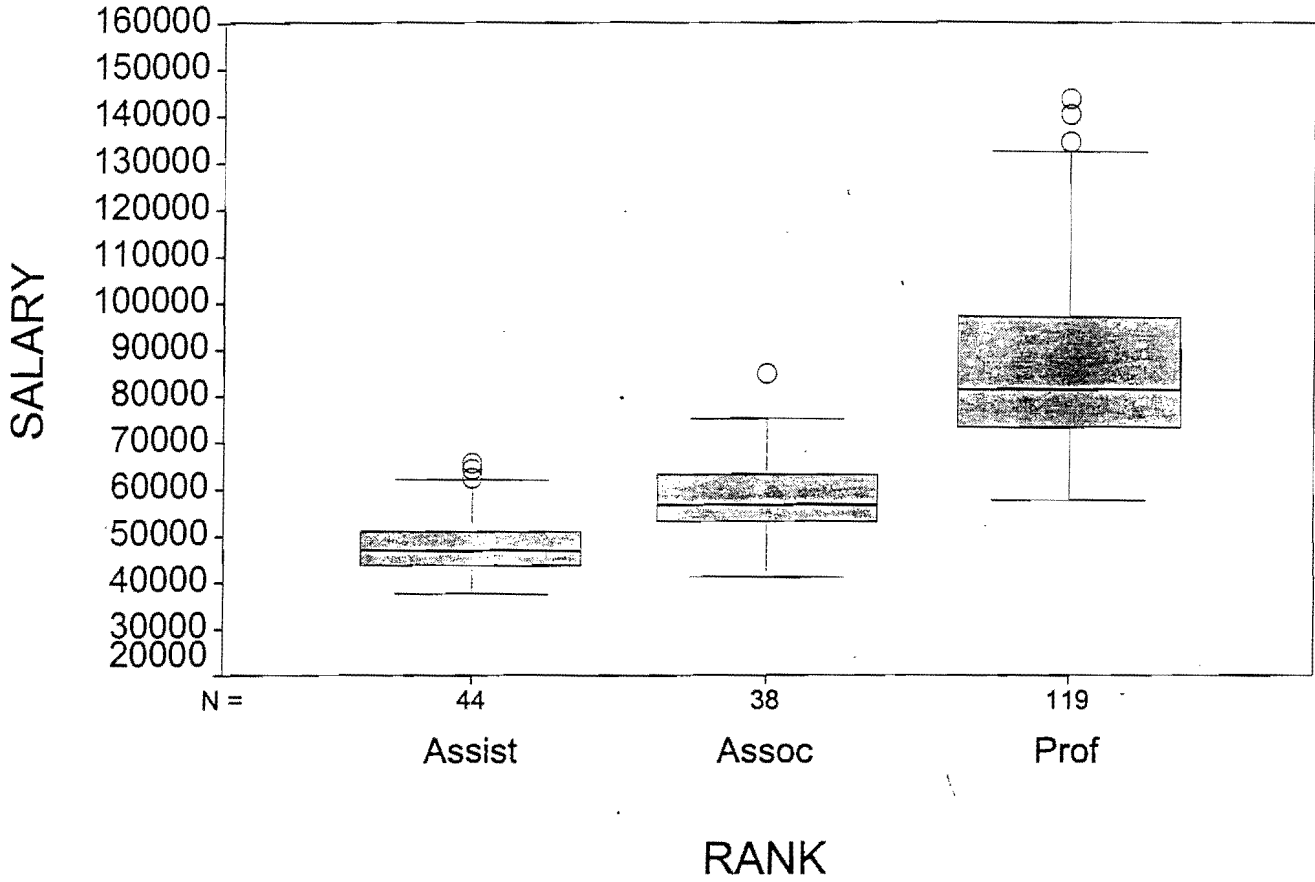
1999-00 Salaries by Rank and Race

College of A&S - Natural Sciences & Math



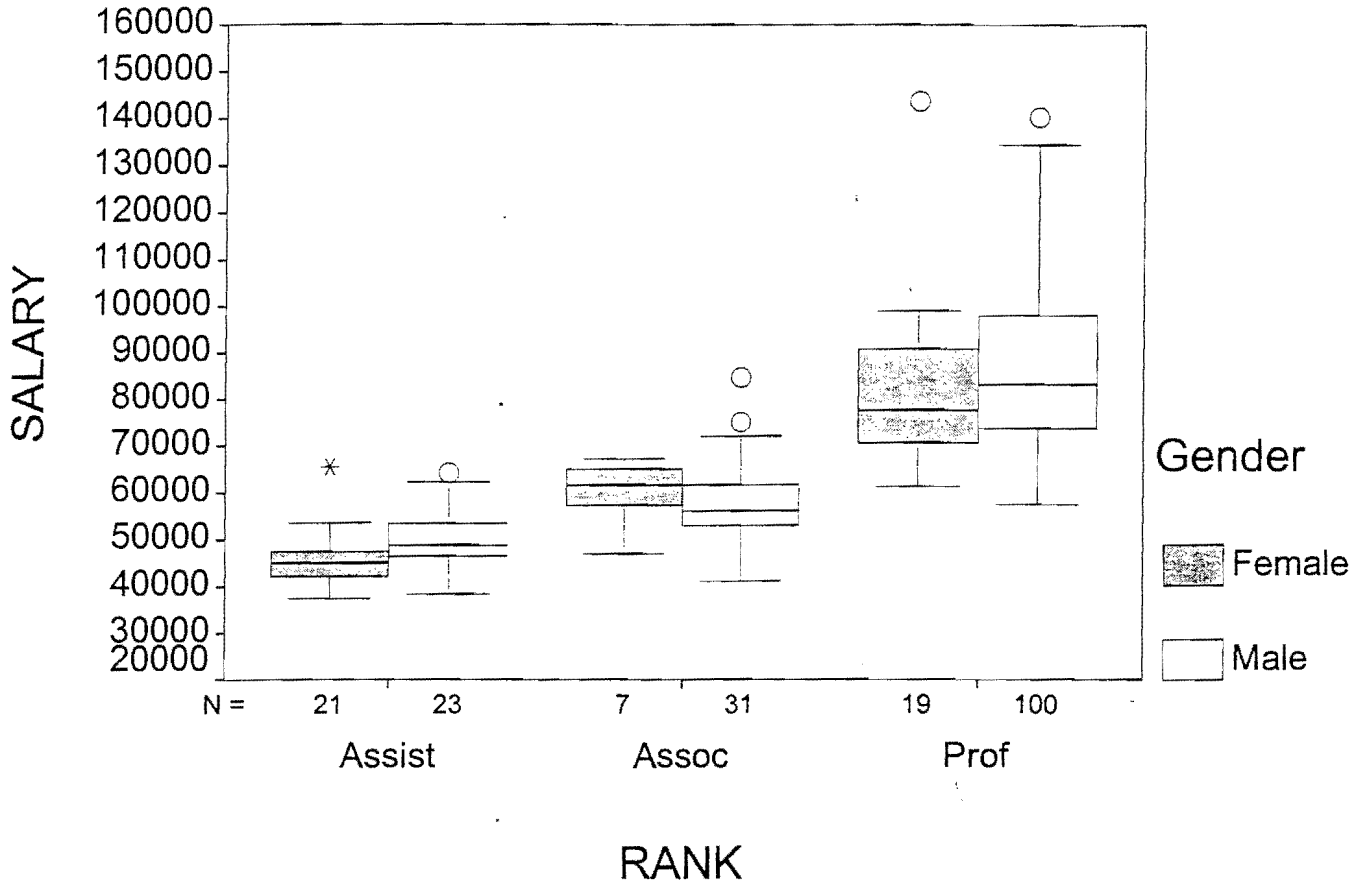
Faculty Salaries By Rank

College of A&S - Social Sciences



1999-00 Salaries by Rank and Sex

College of A&S - Social Sciences



1999-00 Salaries by Rank and Race

College of A&S - Social Sciences

