
Memorandum

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TO: Senate

FROM: Professor Anthony C. Masi, Provost

SUBJECT: Update to the Administrative Response to the CASP Report on Academic Salary Differentials by Gender

DATE: 18 May 2011

DOCUMENT #: D10-66

ACTION REQUIRED: INFORMATION APPROVAL/DECISION

ISSUE: D08-70 laid out an ambitious, long-term administrative agenda aimed at ensuring an equitable distribution of salaries across gender lines. The current update explores this progress and the administrative strategies in place to tackle current and future challenges.

It is important to remember that gender is but one of several dimensions that our broader equity policy strives to address. Our administrative response to gender salary differentials must be viewed in the context of a wide range of concerns related to diversity and excellence that drive our salary, equity, workplace, and hiring policies. Universities are massive organizations that operate in complex polyrhythmic patterns. In the best universities, such as our own, the academic life cycle is long and generations of faculty members overlap; consequently we do not and should not strive or expect to transform the demographic composition of our faculty in two years.

Consequently, the administrative response specifically directed at the studies leading to D08-70 focuses on ensuring that McGill continues to be able to attract and retain top faculty members by creating a workplace where men and women are able to excel and be rewarded for their efforts and successes. In order to assess our performance, part of the response involves regular monitoring of statistical data that is always conducted in the presence of our policy objectives.

BACKGROUND & RATIONALE: This update is provided to the Senate pursuant to the commitment made in D08-70 that a report on salary differentials by gender would “be brought back to Senate by the Provost for information, discussion, and advice starting in the academic year 2010-2011 and every other year thereafter.”

**MOTION OR
RESOLUTION
FOR APPROVAL:**

N/A

**PRIOR
CONSULTATION:**

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 has since been renamed the Committee on Academic Staff Compensation (CASC) to better reflect its mandate. CASC is a parity committee of McGill senior administrators and representatives from the McGill Association of University Teachers (MAUT).

Document D08-70, presented at the 20 May 2009 meeting of Senate, issued an initial administrative response to the report presented in D08-42. The report expressed the administration's commitment to working to identify and correct salary anomalies and its position that this university's salary policy and practice should reward faculty members based on merit.

This update describes work the administration has undertaken to address the issues raised in D08-42 and discussed in D08-70.

NEXT STEPS:

Next update will take place in 2 years.

APPENDICES:

Appendix A: Update to the Administrative Response to the CASP Report on Academic Salary Differentials by Gender

Update on the Administrative Response to the CASP Report on Academic Salary Differentials by Gender

Prof. Anthony C. Masi, Provost, McGill University

Prof. Lydia White, Associate Provost (Policies, Procedures, and Equity)

Presentation to McGill Senate, 18 May 2011

I. Introduction and Background

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Document D08-70, presented at the 20 May 2009 meeting of Senate, provided an initial administrative response to the report presented in D08-42. This response expressed the administration's commitment to working to identify and correct salary anomalies, taking the position that McGill's salary policy and practice should reward faculty members based on merit.

The present update provides salary data and describes efforts the administration has undertaken to address the issues raised in D08-42 and discussed in D08-70. We have focused our efforts on two related issues.

1. We have instituted a set of policies intended to ensure that outstanding male and female candidates are given equitable consideration for positions at McGill, both at initial recruitment and as they advance in their careers.
2. We have continued to monitor the outcomes of our salary and hiring policies and are working on long-term strategies to automate this monitoring and add greater nuance to the collection and treatment of data.

This update explores the factors that determine salary, explains which of these factors are possible causes of gender salary differentials, and reviews the administration's understanding of the current state of gender salary differentials among McGill's academic staff.¹

II. Current Salary Differentials and Gender Composition

The proportion of faculty members who are women is shown in Table 1. Salary data are shown in Table 2, which compares data from 31 January 2008 with 31 January 2011. The data reveal the existence of across-the-board academic salary differentials by gender, which are significant at the rank of assistant professor. These figures do not take into account the wide variation in salary tied to discipline, Faculty, years since Ph.D., or other factors.

Table 1: Count by rank/gender

	Year	Assistant		Associate		Full		Total	
Female	2008	145	39%	172	33%	96	19%	413	29%
	2011	127	40%	208	34%	97	20%	432	31%
Male	2008	231	61%	354	67%	418	81%	1,003	71%
	2011	194	60%	397	66%	392	80%	983	69%
Total	2008	376	100%	526	100%	514	100%	1,416	100%
	2011	321	100%	605	100%	489	100%	1,415	100%

¹ As with D08-42 and D08-70, most data runs for this update were performed by Charles Lavergne of Planning and Institutional Analysis (PIA). We would like to thank him for his time, energy, and expertise, as well as Scott Kushner for his help preparing the current update.

Table 2: Mean salary (with t-test of difference M-F)

Year and Gender		Assistant	Associate	Full
2008	Female	\$82,158	\$105,132	\$131,730
	Male	\$86,681	\$106,682	\$135,486
Difference M-F		\$4,523 (sig.)	\$1,550 (not sig.)	\$3,756 (not sig.)
2011	Female	\$85,778	\$105,776	\$139,325
	Male	\$92,446	\$108,992	\$144,926
Difference M-F		\$6,668 (sig.)	\$3,216 (not sig.)	\$5,601 (not sig.)

III. Factors determining salary under current McGill policy

In order understand the current state of salary distribution at McGill and the administrative measures that have been, are being, or will be taken to ensure an equitable pay system for academic staff members, it is useful to review points where salary differences might arise.

There are, as recognized in D08-42 and D08-70, six factors that determine the salary of any academic staff member:

1. Starting base salary, which is broadly set by market forces;
2. Fixed across-the-board increases awarded to all faculty members;
3. Variable increases to base salary related to annual merit exercises;
4. Variable increases to base salary related to retention;
5. Fixed increases to base salary related to promotion;
6. Fixed increases in the form of academic and administrative stipends.

Overview of current salary mass distribution by gender

It is instructive to monitor key points where salary is determined. This section reports on the data that we have monitored.

1. *Starting base salary:* A total of 206 new tenure-track faculty members came to McGill in calendar years 2008, 2009, and 2010. Of these 206

hires, 37% were women. There is no evidence suggesting that women are disadvantaged in terms of starting salary in their disciplines.

As the 206 hires were spread across McGill's Faculties, we are not able to draw any meaningful global comparisons of salaries due to wide variation in market forces driving compensation in different disciplines.

2. *Across-the-board increases*: These are cost-of-living allowances that are granted to all faculty members as the University's budget permits.
3. *Merit increases*: The annual merit exercise is conducted in each department or Faculty without departments according to processes determined by each unit. In both 2011 and 2008, the average merit score (where a lower number represents a higher rank) was significantly better for women than it was for men at both the rank of Associate Professor (1.87 vs. 2.13 in 2008; 1.97 vs. 2.14 in 2011) and the rank of Full Professor (1.49 vs. 1.81 in 2008; 1.50 vs. 1.75 in 2011). At the Assistant Professor level, the average merit score was slightly better for women than for men, but the difference was not significant.
4. *Retention increases*: Each year, the University sets aside a retention envelope of funds to allow McGill to try to retain faculty members who have received offers of employment from other institutions. (These monies are drawn from the same funds as anomaly increases.) Retention decisions are made on a case-by-case basis. Any faculty member who approaches his or her Chair or Dean will be considered for retention. We see an approximately proportionate distribution of retention funds among men and women (see Table 3).

Table 3: Distribution of retention monies 2007-2010

	Female Faculty Members	Male Faculty Members
Number granted retention increases 2007-10	18	58
Proportion of total granted retention increases 2007-10	4.4%	5.8%
Retention monies allocated 2007-10	\$82,700	\$376,200
Proportion of allocated monies 2007-10	22%	78%

The effectiveness of retention efforts can also be gauged by looking at the number of departures from the University. In many cases, the proportion of women leaving the university at a given rank in a given year is slightly lower than the proportion of men leaving the university at the same rank (see Figure 1).

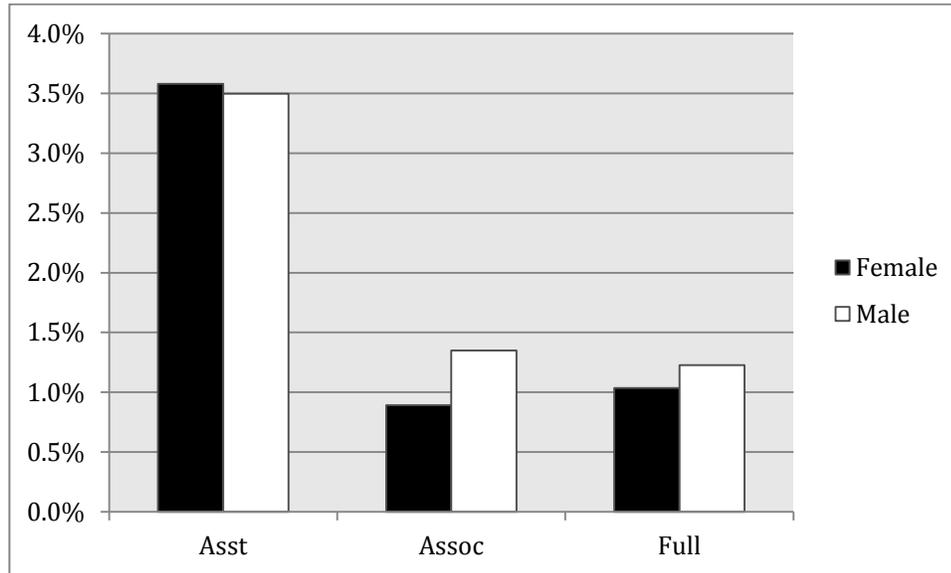


Figure 1: Average annual departures (excluding retirements) as a proportion of average faculty headcount from January 2008 through December 2010.

5. *Promotion:* In recent years, McGill salary policy has reintroduced fixed pay increases at promotion to Associate and Full Professor. These standardized increases are applied to all faculty members who rise through the ranks. However, the question has been raised as to whether women rise through the ranks at the same rate as men. If one cohort were disadvantaged in terms of time to promotion, we would expect members of that cohort to see relatively reduced compensation over the course of their individual careers. Our analysis considered two measures of promotion where differences between men and women might lead to divergent outcomes in pay. We found no evidence of a promotion gap.

First, we examined the mean number of years that faculty members had been in their current rank on January 31, 2008, and January 31, 2011 (see Table 4). In both years, the mean years in current rank was significantly higher for men than women at the ranks of Associate and Full Professor. There was no significant difference between men and women at the rank of Assistant Professor, not surprising given McGill tenure policy. A significant difference at the Full Professor rank could suggest that there are more men at that rank who have held the position for a greater period of time and could reflect residual effects of historic difficulties for

women in being promoted from Associate Professor. However, the fact that women seem to spend significantly less time than men at the Associate Professor rank suggests that there is *not* a glass ceiling keeping current women faculty members from the top academic rank.

Table 4: Mean years in current rank (with t-test of difference M/F)

Year and Gender		Assistant	Associate	Full	Total
2008	Female	3.52	8.49	8.57	6.77
	Male	3.20	10.59	12.74	9.78
Difference M-F		-0.32 (not sig.)	2.10 (sig.)	4.17 (sig.)	3.01 (sig.)
2011	Female	3.61	7.81	9.07	6.86
	Male	3.51	9.51	13.15	9.77
Difference M-F		-0.10 (not sig.)	1.70 (sig.)	4.08 (sig.)	2.91 (sig.)

Furthermore, there is no difference in mean years between the moment a faculty member is appointed as an Associate Professor (whether through initial appointment or promotion) and the moment that same faculty member is promoted to Full Professor (see Table 5).

Table 5: Mean years between start of Associate and start of Full (with t-test of difference M/F)

	2008		2011	
	Females	Males	Females	Males
Years (Assoc. to Full)	9.10	8.59	9.15	8.28
Difference	-0.51 (not sig.)		-0.87 (not sig.)	

6. *Awards*: The final mechanism by which salary is set under normal circumstances is the distribution of awards such as the William Dawson Scholarships, James McGill Chairs, Canadian Research Chairs, and the various Endowed Chairs at the University. Along these dimensions, there is evidence to suggest that women are **not** being represented in proportion to their numbers (see Appendix). Deans have been informed of this imbalance and will pay attention to it in future consideration of nomination of candidates. In summary, there is no evidence of inequities at most of the key points where salary is set. However, there are two points where it is possible that women may not have achieved parity in terms of compensation: starting salary and awards.
7. *Maternity leaves*: We also considered the effects of maternity leaves on salary and found no evidence of any effect. This is due in part to the very small numbers of faculty members taking these leaves. In preparing for the 2009 round of reporting and administrative responding, data from 2002 through 2007 showed only 44 tenure-stream faculty members taking maternity leave, an average about 9 per year, University-wide. Such small numbers, encompassing a five-year period and spread across eleven Faculties and over one hundred units hiring tenure-stream faculty members (each with a particular gender composition and with different market forces influencing salary), are not statistically useful.

IV. Measures taken

In recent years, the administration has taken a number of steps to address ongoing concerns about gender salary differentials among tenure-track academic personnel at McGill.

1. *Employment Equity Data Reports*: The University requires that search committees submit an Employment Equity Data Report to the Provost when a recommendation to hire is made. Hires are not generally approved in the absence of this report. Moreover, hiring units that choose not to interview female candidates for a position are expected to justify the exclusion of women applicants from their short lists. These measures are intended to encourage personnel involved in hiring decisions to be aware of equity issues during the recruitment process and to increase the likelihood that women and candidates from other underrepresented groups are given full consideration for faculty openings at McGill.
2. *Internal CRC nominations*: We have begun to allow Faculties to recommend appointment of internal candidates for CRCs and have informed Deans of the University's aim of rectifying gender imbalances in

named chairs and CRCs. In the last three years, two CRCs in the McGill pool have been successfully converted and awarded to internal women faculty members.

3. *Mentoring*: This winter, the Provost instructed the Deans of Faculties to develop mentoring plans to support junior faculty members through their first years at McGill and to help prepare them for tenure. Mentoring has been identified by McGill scholar Jennifer Hunt as a crucial missing factor in encouraging talented women scholars to remain in male-dominated science and engineering fields.
4. *Monitoring*: We have worked with Planning and Institutional Analysis to monitor the University's performance on potential gender differentials in academic salary distribution. Data and analyses from that work have been shared in this update.
5. *Automation*: The construction of the Enterprise Data Warehouse and the development of the BI@McGill have been slowed by transitions in senior leadership positions over the last several years. Work on the projects continues and the warehouse is being designed such that the regular monitoring of salary data can be automated.
6. *Ongoing efforts*: Associate Provost (Policies, Procedures & Equity) Lydia White is undertaking a comprehensive review of University equity policies, some of which have implications for female faculty members in terms of working environment and compensation.

Associate Provost (Academic Staff & Priority Initiatives) Nathalie Cooke has begun developing a comprehensive set of updated guidelines for search committees. Encouraging equitable hiring practices is one of the most effective ways to reverse historic disadvantages.

V. Conclusion

We recognize that there is still some progress to be made in reducing salary differentials between male and female professors. We remain committed to ongoing monitoring of academic salaries, as well as pursuing the kinds of steps outlined above in order to ensure employment equity in this domain.

Appendix

Table a: James McGill Professors

Year and Gender		Assistant Professor		Associate Professor		Full Professor		Actual Total		Expected Total	
2008	Female	0	0%	1	50%	14	16%	15	17%	17	19%
	Male	0	0%	1	50%	72	84%	73	83%	71	81%
	Total	0	0%	2	100%	86	100%	88	100%	88	100%
2011	Female	0	0%	0	0%	16	18%	16	18%	18	20%
	Male	0	0%	0	0%	75	82%	75	82%	73	80%
	Total	0	0%	0	0%	91	100%	91	100%	100	100%

Table b: William Dawson Scholars

Year and Gender		Assistant Professor		Associate Professor		Full Professor		Actual Total		Expected Total	
2008	Female	0	0%	11	28%	3	25%	14	26%	16	30%
	Male	2	100%	29	73%	9	75%	40	74%	38	70%
	Total	2	100%	40	100%	12	100%	54	100%	54	100%
2011	Female	0	0%	11	35%	4	36%	15	35%	13	31%
	Male	1	100%	20	65%	7	64%	28	65%	30	69%
	Total	1	100%	31	100%	11	100%	43	100%	43	100%

Table c: CRC1

Year and Gender	Assistant Professor	Associate Professor	Full Professor	Actual Total	Expected Total
2008 Female	0 0%	2 40%	9 21%	11 21%	11 21%
Male	2 100%	3 60%	37 79%	42 79%	42 79%
Total	2 100%	5 100%	46 100%	53 100%	53 100%
2011 Female	0 0%	1 20%	11 20%	12 20%	13 22%
Male	2 100%	4 80%	41 80%	47 80%	46 78%
Total	2 100%	5 100%	52 100%	59 100%	59 100%

Table d: CRC2

Year and Gender	Assistant Professor	Associate Professor	Full Professor	Actual Total	Expected Total
2008 Female	11 22%	7 33%	0 0%	18 25%	26 37%
Male	39 78%	14 67%	0 0%	53 75%	45 63%
Total	50 100%	21 100%	0 0%	71 100%	71 100%
2011 Female	6 29%	11 27%	0 0%	17 26%	22 34%
Male	15 79%	30 73%	3 100%	48 74%	43 66%
Total	21 100%	41 100%	3 100%	65 100%	65 100%

Table e: Endowed Chairs

Year and Gender		Assistant Professor		Associate Professor		Full Professor		Actual Total		Expected Total	
2008	Female	0	0%	1	20%	11	17%	12	17%	14	20%
	Male	0	0%	4	80%	53	83%	57	83%	55	80%
	Total	0	0%	5	100%	64	100%	69	100%	69	100%
2011	Female	0	0%	1	17%	12	17%	13	17%	15	20%
	Male	0	0%	5	83%	58	83%	63	83%	61	80%
	Total	0	0%	6	100%	70	100%	76	100%	76	100%