

FINAL REPORT of the
JOINT GENDER EQUITY SALARY ADJUSTMENT COMMITTEE
A Joint Committee of
Memorial University of Newfoundland
and
Memorial University of Newfoundland Faculty Association
APRIL, 2021

Submitted to: Provost and Vice-President (Academic)
President, MUNFA
Director, Faculty Relations

Submitted by: Joint Gender Equity Salary Adjustment Committee
Ms. Sheila Singleton, Retired (Chair)
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1. Background

A Memorandum of Understanding was signed by the University and the Faculty Association on February 26, 2019, allocating \$1,000,000 “to address gender-based inequities in total salary for women ASMs when compared to men ASM counterparts.”

The term ASM in this context was interpreted as tenured and tenure-track Faculty, Librarians, and Coordinators with permanent appointments.

The Joint Gender Equity Salary Adjustment Committee (JGESAC), a joint Memorial-MUNFA committee, was struck in late 2019 to address the issue. Kara Arnold and Nicole Power are MUNFA appointees, Jennifer Lokash and Ian Sutherland are Memorial appointees, and Sheila Singleton, a Memorial retiree, serves as Chair. Ian Sutherland resigned from JGESAC in September 2020 due to other work commitments and was not replaced by the University.

JGESAC was asked to “examine and compare all ASM salaries at the University. Adjustment to women ASMs’ salaries shall be assigned to women ASMs whose salaries are judged to be inequitable, when compared with the salaries of men ASMs within their Academic Unit, taking into consideration years of service and rank.”

The Gender Equity Fund is to be awarded as steps. With the current step value of \$2142, the Fund translates to 466 steps.

Memorial has several women serving in academic administrative roles who, before the administrative appointments, were members of MUNFA and who will again be members of MUNFA when the term of the administrative appointment ends, provided they do not retire, resign, or accept another administrative appointment. It is the decision of JGESAC that these women receive the same salary adjustments as women ASMs currently in MUNFA as they have been subject to the same inequities during their careers. It is only because of the timing of the MOU and its implementation that they are not currently members of MUNFA.

2. Research

With a brief hiatus during the first COVID lockdown, JGESAC met regularly since its formation. The Committee reviewed literature, consulted with the Centre for Institutional Analysis and Planning (CIAP) on available data, and identified further information we hoped to glean. CIAP gave three presentations of their work to the Committee. We are grateful for their expertise and support throughout the process.

Gender pay gaps are a reality facing universities across Canada, and many are grappling with the same issue as Memorial – how to best identify and compensate women receiving inequitable salaries.¹ Indeed, this is an issue that universities in many countries are analyzing and attempting to rectify.² A paper, “Methodological Review: Sex/Salary Studies at Post-Secondary Institutions, August 2017,” prepared for a committee similar to ours at the University of Manitoba,³ surveyed 21 Canadian universities that had undertaken a review of salary inequities by gender. The paper discusses data available and methodologies used in past pay equity studies at Canadian universities as well as remedies that have been used to mitigate identified pay gaps. This work therefore informed JGESAC about potential methodologies, the extent of the data needed to apply specific methodologies, and the kinds

of conclusions that have been reached elsewhere. Three of the universities doing case reviews found no significant gap, and one university concluded that further study was needed. The remaining universities made salary adjustments in various ways:

- Increase to the base salary of all women faculty;
- Salary adjustments on a sliding scale where the largest increments went to those who experienced the largest pay gap; not all women faculty received an adjustment;
- Salary adjustments on individual case reviews;
- Increase to the base salaries of all women faculty, plus one-time payments based on the number of years the salary gap was endured;
- Increase to the salary of all women faculty, plus salary adjustments based on individual case reviews;
- Increase in salary for women Associate and Full Professors but not for women Assistant Professors, Librarians, or entry-level faculty members;
- Below the line corrections (salary adjustments to individual women faculty based on the largest identified pay gaps); and,
- Adjustments made to women faculty members' salaries where predicted and actual salaries were different; some faculty in Arts and Science, Commerce, and Fine Arts received salary adjustments.

Universities with the richest and most detailed datasets were able to make the most refined salary adjustments; it is clear that a more robust dataset leads to a greater understanding of inequities and thus more granularity in awarding compensation.

3. Data Analysis and Findings

At the time of appointment of its members, JGESAC was provided with a dataset of all current full-time tenured and tenure-track Faculty, Librarians, and Coordinators in MUNFA. This dataset included:

- Gender (based on a binary model);
- Academic Unit;
- Current salary, both with and without market differential;
- Years of service, derived from the hire date;
- Current rank; and,
- Years at current rank, derived from date of last appointment.

It did not include salary and rank at time of appointment, type of appointment (such as spousal hires and Canadian Research Chairs), sabbaticals and leaves of absence, or time to promotion. Annual snapshots were not available.

No data were provided for those serving in academic administrative roles who, before the administrative appointments, were members of MUNFA. No data were provided for ASMs who were hired and subsequently left the University through resignation or retirement.

While the dataset did not include salary and rank at time of appointment, we later obtained this data for appointments made after 2007, in part from the Provost's Office and in part by Faculty Relations

reviewing paper files. This included about half the dataset. These salaries at time of appointment were given in dollar figures and had to be converted to steps by applying the Collective Agreement in effect at the time of appointment in order to allow comparisons across time. CIAP completed this work.

As compared to some universities in the studies referenced above, the data available to JGESAC were far less robust than what would have been optimal and needed cautious interpretation. CIAP provided great assistance to the Committee by employing their knowledge of the institution to interpret and correct data, deleting data that were clearly incorrect and could not be corrected, and providing caveats about the limitations of interpretative findings. CIAP analyzed both the dataset originally provided and the dataset that included information at time of appointment but for a smaller cohort, and they reported these analyses in presentations to the Committee.

While the dataset was sparse, the Committee was able to draw limited conclusions:

- In recent years the gender balance in hiring has improved, primarily with hiring at the rank of Assistant Professor;
- All other cohorts contribute to gender imbalance; more men are hired at the more senior ranks;
- The gender imbalance is greatest at the rank of Full Professor, both in hiring and in Memorial's population of ASMs as of December 2019;
- There is an increasing equality in base salaries at the time of appointment. However, this is mitigated in part by the inequitable award of market differentials: proportionally fewer women receive a market differential, and the amount of the differential remains greater for men; women at the rank of Associate Professor make the least gains through market differential; men at the rank of Full Professor make the most gains through market differential;
- Salary gaps at time of appointment carry forward throughout one's career; and,
- Memorial is not unique – these trends are reported to be common in Canadian universities.

4. Decisions

As of March 2021, there were 299 women ASMs (excluding term appointments), plus 32 women administrators formerly in MUNFA. All of these women are to each receive an increase in salary of one step.

This leaves 133 steps still available to be allocated (this number might change slightly should the above number change due to resignations or retirements). Taking into account years of service, women with the least recent appointments will each receive an additional (second) increase in salary of one step until the fund is depleted. JGESAC reached this decision on the basis that women with the greatest years of service have been subject to inequities the longest and have fewer years to benefit from the adjustment than more recent hires.

A review of appointment dates suggests that this will mean awarding a second step to women appointed before 2005. This date is used because funds exist only to provide a second step for this group and not because the date has any intrinsic meaning. Because appointment dates within a year might not accurately reflect the date at which an individual joins the University, JGESAC recommends that funds be made available to provide all women hired in the cut-off year a second step.

While it is unlikely, the Committee has some concern that individuals might be missed in the allocation of these steps, particularly individuals moving between regular and administrative appointments. A mechanism should be put in place for such individuals to be identified by their units and/or to come forward themselves.

5. Recommendations

While many Canadian universities have analyzed and reported on salary inequities at their institution in recent years – 2015 and later – Memorial last reported an analysis in 1985.⁴ It is not surprising, then, that no robust database exists to support analysis of gender pay gaps, pay gaps for underrepresented and equity-deserving groups, and pay gaps across disciplines.

It is not possible to overstate the importance of Memorial devoting resources to the creation and maintenance of a rich, detailed, and accurate database with annual snapshots. There is much data available in pockets across the University, such as Heads' and Deans' offices, promotion and tenure files, and the Employment Equity survey; the opportunity therefore exists to create such a database. The task will be time consuming and will require knowledge and expertise to ensure data are accurate and correctly interpreted. ASMs who were hired and subsequently left the University through resignation or retirement should be included and for those who resign from a position, the reason for resignation should be captured. Term ASMs and those in administrative positions should also be included.

In order to more accurately understand pay gaps based on demographics, the University ought to track descriptive variables, including but not limited to:

- All intersectional self-identification categories⁵ as they appear on Memorial's Employment Equity Survey (1. Gender, 2. Membership in a Racialized Group/Visible Minority, 3. Indigenous Peoples, 4. Persons with Disabilities, 5. Sexual Orientation);
- Date of birth;
- Salary and rank at time of appointment;
- Factors included in application of Article 32 of the MUNFA Collective Agreement (Setting Basic Annual Salaries for ASMs At The Time of Hiring) to determine salary and rank at time of appointment (years of experience in academia including post-docs, years and types of experience outside academia);
- Information regarding term appointments at Memorial prior to a tenure-track appointment (e.g., length, number, etc.);
- Type of appointment (e.g., spousal hires and Canadian Research Chairs);
- Number of steps of market differential awarded at time of appointment, and reasons for same;
- Market differential awarded during one's career at Memorial together with effective dates and reasons for same;
- Tenure date;
- Dates of sabbaticals;
- Time to promotion through the ranks (dates of promotion through the ranks); and,
- Periods (dates) in an administrative role, and what role.

Research suggests that other factors impact gender salary gaps indirectly.⁶ For example, taking medical and parental leaves have been found to negatively impact promotions, which in turn impact salary, and women are more likely than men to use leaves. Therefore, we recommend the inclusion of dates of leaves of absence and reasons for same (e.g., assisted educational leave, extended sick leave, maternity and parental leave, political leave, special leave) in the database.

Such a robust and detailed year over year database would inform longitudinal pay gap studies that consider the broad array of reasons why women or other equity-deserving groups in academia earn less than men or other comparator groups. Both employment inequity and pay inequity for all potentially marginalized groups merit exploration at a more granular level. The literature abounds with work completed at other universities, providing models for data analysis.

Such a database should be anonymized and/or encrypted to protect the privacy of those individuals whose information is included therein.

While the creation, maintenance, and housing of the database should be the responsibility of CIAP, ownership of the database ought to rest with the Employment Equity Office. Additional resources will likely be needed to create and maintain the database and to complete requested analyses; JGESAC recommends such resources be directed by the Employment Equity Office but be housed in CIAP to ensure knowledge transfer amongst members of CIAP. Requests for analysis should be assessed by the Employment Equity Office. In keeping with the spirit of Clause 1.30 of the MUNFA Collective Agreement, MUNFA will have access to the information in the database.

While the mandate of the Committee included only tenured and tenure-track appointments, there was much discussion and concern expressed for those on contractual term appointments (up to three years and not considered for tenure or promotion), as well as those hired as Per-Course Instructors, particularly in cases where individuals were awarded contract after contract for many years. These are the most precarious of our ASMs and instructors, and the University ought to review issues surrounding pay that are unique to these groups.⁷

6. Notes

¹ “Approaches and Strategies for Undertaking University Gender Pay Gap Studies, Draft report.” CAUT (n.d.). This draft report summarizes methodologies, findings, and remedies sought in pay equity studies across 20 Canadian universities.

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² Conger, K. “Women paid less than men even at highest levels of academic medicine.” *Stanford Medicine News Centre* (2020). Retrieved from: <https://med.stanford.edu/news/all-news/2020/02/women-paid-less-than-men-even-at-highest-levels-of-academic-medi.html#:~:text=Women%20who%20chair%20clinical%20departments,and%20UC%20San%20Francisco%20report>

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Toutkoushian, Robert K. and Valerie Martin Conley. “Progress for Women in Academe, Yet Inequities Persist: Evidence from NSOPF: 99.” *Research in Higher Education* 46.1 (2005): 1-28.

³ Edkins, Tamara. “Methodological Review: Sex/Salary Studies at Post-Secondary Institutions.” A Report prepared for the Joint University of Manitoba and University of Manitoba Faculty Association Committee on Gender-based Salary Differentials (August 2017).

⁴ Schrank, William E. “Sex Discrimination in Faculty Salaries at Memorial University: A Decade Later.” A Report submitted to the President of Memorial University and the Executive Committee of the Memorial University of Newfoundland Faculty Association (1985).

⁵ Research suggests that pay gaps exist for other underrepresented and marginalized groups, and that members of intersectional categories experience even greater pay gaps. See “The Changing Academy? A Portrait of Canada’s University Teachers.” *CAUT Educational Review* 12.1 (January 2010). Retrieved from: [https://www.caut.ca/docs/education-review/the-changing-academy-a-portrait-of-canada-s-university-teachers-\(jan-2010\).pdf?sfvrsn=14](https://www.caut.ca/docs/education-review/the-changing-academy-a-portrait-of-canada-s-university-teachers-(jan-2010).pdf?sfvrsn=14). For a study outside academia, see Carol Woodhams, Ben Lupton, and Marc Cowling. “The Snowballing Penalty Effect: Multiple Disadvantage and Pay.” *British Journal of Management* 26.1 (2015): 63-77.

⁶ Kessler, Anke S. and Krishna Pendakur. “Gender Disparity in Faculty Salaries at Simon Fraser University.” (2015). Retrieved from: https://www.sfufa.ca/wp-content/uploads/2015/07/salary_equity_study.pdf.

⁷ See Foster, Karen and Louise Birdsell Bauer. “Out of the Shadows: Experiences of Contract Academic Staff.” CAUT (September 2018).