

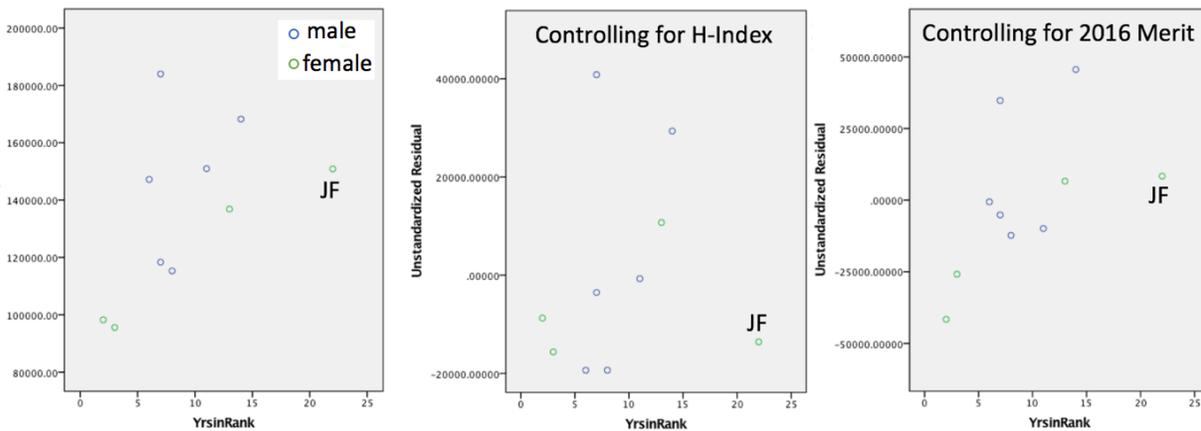
Associate Dean of CAS Natural Sciences, Hal Sadofsky
Dean of CAS, Andrew Marcus

Re: Gender pay equity in Psychology

December 6, 2016

Dear Hal and Andrew,

As you know from conversations we had and our department's external review, we are trying to come to grips with a considerable gender inequality among our full professor salaries. When controlling for years in rank, men earn on average \$30 k more than women (see the Figure below--salaries include longer-term stipends, but not shorter-term administrative stipends). This difference has been remarkably stable across recent years that included substantial changes in our faculty roster (e.g., Awh and Vogel's departure, Neville, Taylor retirement). Also, the picture does not change fundamentally when taking out the highest-paid full professor (Phil Fisher) as an outlier (remaining gender difference of 22 k), when controlling for h-index (remaining difference=22 k), or for the 2016 merit ratings (remaining difference=18 k).



This imbalance is difficult to ignore, in particular when considering lifetime cumulative effects. It is a threat to overall morale, not only among full professors, but also among early and mid-career female professors who wonder how they can escape the same fate as their senior colleagues. From the perspective of the overall competitiveness of our department I am concerned that in this climate it becomes even harder for us to try to come up with aggressive counteroffers in future retention situations.

One key factor contributing to this situation is that individuals differ in the degree to which they are prepared to pursue outside offers/retention negotiations. For example, as can be seen in the above figure there are two (highly meritorious) male faculty with relatively low salaries. What distinguishes these from their higher-paid counterparts is the fact that—as the majority of female colleagues—they have not had recent salary negotiations due to a senior hire or retentions. Aggressive retention activity should not be the only way to maintain a market-adequate salary, in particular as there are structural

differences and actual biases that make it harder for women to participate in these activities. In this light, retentions should be viewed as one of the mechanisms that produce gender disparities.

We discussed these issues recently with Hal at our department meeting. Many of us agree with Hal that at least in part the solution will have to come from serious consideration of internal equity within future CBA negotiations. We will do our best to lobby the faculty union on this issue. We hope that you will do the same with regard to the university administration's negotiation team. In this context it would be important to have some discussion and coordination so we know have a common lobbying target. In particular, not all departments have equity problems of the same magnitude. Thus, a flexible approach might help money be distributed more efficiently. In our department we could solve a lot of the internal equity problems if we had just one or two rounds of raises with the freedom to allocate dollars for each level separately and freely between actual merit and internal equity (qualified of course by past merit).

Beyond these potential broader changes, I very much hope we can immediately address our most glaring inequity case. Jennifer Freyd is currently the most senior faculty member in the department. She is a widely recognized leader in her field with impact beyond the academy (e.g., see her invitation to the White House 2 years ago). As the included figures show, her salary is 18k less than that of her male peer closest in rank (who is still 7 years her junior). When taking in consideration impact or merit, this difference further increases to 40-50 k (see figures). In AY2014/15, Jennifer Freyd received her last 6th year review, carried out by me as department head. At that point I did not know that 6th-year reviews allow asking for more than the regular maximum of an 8% raise to address merit/equity concerns. In fact, I learned about this only when I brought up our gender-inequity issue with Hal. Had I known about this possibility I would have made a strong case that Jennifer Freyd deserves an extra raise. Given the inequity she has experienced up to this point, I believe she should not be punished for my lack of information. Therefore, I urge you to consider a retroactive promotion raise for Jennifer Freyd. A 12% raise would bring her salary to parity with the next-highest paid, male full professor. But even a fraction of this, say 5-6%, would help mitigate the gap and make it more realistic that we could finish the job with a future round of equity raises.

Thank you for considering and I hope we can engage in further discussion about a broader, internal-equity solution.

Ulrich Mayr