

2019 UCSF Faculty Salary Equity Review (FSER) Report¹

Executive Summary

In 2014, UCSF established the Faculty Salary Equity Review (FSER) Committee to conduct regular analyses of faculty salaries and to identify and address salary inequities by gender and URM status.

Prior to engaging the FY19 FSER Committee, a campus-level analysis of salaries was conducted using a methodology that was defined in the [FY2015 FSER Report](#). Results showed that women earned 3% lower salaries (X+Y) than men. Among those who earned a clinical incentive Z payment, women received incentive payments that were 30% lower than those received by men. Underrepresented minority (URM) faculty earned 3% lower salaries (X+Y) compared to non-URM faculty; no difference in clinical incentive Z payments was found. In addition to these analyses, predicted salaries (X+Y) were calculated based on a model that included department, academic series, rank, step and doctorate type. Residuals, defined as the ratio of actual salary divided by predicted salary were generated for each faculty member.

Campus-level analysis results were shared with the schools for further consideration and analysis. The FY19 FSER Committee was subsequently reconvened to: (1) review school-level salary equity reports and action plans and make recommendations; and, (2) consider any changes to methodology or data capture to improve future salary equity analyses.

After further analysis by each school, including consideration of factors that could not be accounted for by the campus-level analysis (e.g., specialty and sub-specialty within a discipline), no salary inequities were identified by the School of Dentistry or Pharmacy. On the basis of identified inequities, retroactive salary increases were made for two non-URM faculty in the School of Medicine (one male, one female for a total amount of \$24,800) and for one non-URM female faculty member in the School of Nursing (\$4,000).

The FSER Committee has continued to make improvements to the dataset and analytic approach to ensure that the principles of salary equity are addressed effectively. In FY19, the Committee approved a change to the analysis of clinical incentive Z payments such that only those individuals employed for the entire fiscal year are included in the analysis (e.g., faculty members employed after July 1st would not be included in the analysis of clinical incentive payments for that fiscal year).

The FSER Committee affirms the value of regular analyses of faculty salaries to identify and correct inequities. Recognizing that substantial resource requirements are involved in generating campus-level, school-level and department-level analyses, the Committee recommends conducting future salary equity reviews on an every-two-year cycle. Thus, the FSER Committee will reconvene in late 2020 for a FY21 salary equity analysis.

¹ Data sets reviewed for report: Salary (X+Y) data from FY19 (July 1, 2018-June 30, 2019) and Z salary payments provided in FY18 (July 1, 2017-June 30, 2018).

Background

The University of California (UC) system has embarked on a broad effort to identify and correct inequities in compensation for women and URM faculty. Following the completion of a study by the UC system on faculty salary equity, then-UC president Mark Yudof charged individual UC campuses to perform their own studies in 2012. In response, the chancellor charged Vice Provost of Academic Affairs Brian Alldredge to convene a Faculty Salary Equity Review (FSER) committee (or the “Committee”) to provide a formal review of faculty salary equity in the schools of Dentistry, Medicine, Nursing and Pharmacy.

The Committee, comprised of members of the academic leaders from each school and representatives from the Academic Senate, has conducted annual salary equity reviews since 2013. The Committee reviews a campus-level compensation analysis as well as more detailed reports and action plans presented by each school, with particular attention to salary differences by gender and under-represented minority (URM) status. The Committee has recommended that school-level analyses and action plans are the most effective means to identify inequities within specific school structures. Each school provides a report and action plan to address salary imbalances² and correct identified inequities; a final report outlining findings and recommendations is then submitted to the chancellor.

As defined in the [FY2015 FSER Report](#) , the following population inclusion and exclusion criteria were used:

The inclusion criteria were:

- Faculty appointed in the Ladder Rank, In Residence, Clinical X, Health Science Clinical or Adjunct series at the Assistant, Associate, or Full Professor ranks;
- Faculty who were appointed at least 75% time;
- Faculty for whom the X, Y, and Z salary components (see Appendix B for salary definitions) could be individually identified.

The exclusion criteria were:

- Faculty paid less than 75% effort, because we could not be sure that we could validly annualize their salaries to 100%;
- Faculty paid partially or fully by an affiliate (e.g. Veterans Administration Medical Center, Howard Hughes Medical Institute, Gladstone Institute), because their salaries are not structured into X, Y, and Z components;
- Instructors, because this rank is not used uniformly across the campus.

Campus-level Salary Analysis Results

Multiple views of the data for both gender and URM status were generated. There were gender- and URM status-based imbalances identified and those findings are included below.

² The term “imbalance” rather than “inequity” is used when salary differences are attributable to legitimate non-discriminatory business practices of the University or campus unit.

Gender

1. Gender-based imbalances in X+Y salary ratio were identified at the campus level, within the School of Medicine, and within a campus-level grouping of clinical departments.

Table 1: Adjusted female/male X+Y pay ratio

<u>Adjusted Ratios*</u>	<u>Ratio</u>	<u>Confidence Interval</u>
Overall	0.97	(0.95, 0.99)
By School:		
Dentistry	1.01	(0.92, 1.10)
Medicine	0.97	(0.95, 0.99)
Nursing	0.94	(0.79, 1.10)
Pharmacy	1.00	(0.90, 1.11)
Department Type ³ :		
Basic Science	1.00	(0.94, 1.06)
Clinical	0.97	(0.95, 0.99)

*Adjusted for rank, step, type of doctorate, series and department/school.

2. A gender-based imbalance in the presence of a clinical incentive Z payment was found.

Table 2: Adjusted female/male ratio for presence of a clinical incentive Z payment

<u>Adjusted Ratios*</u>	<u>Ratio</u>	<u>Confidence Interval</u>
Overall	0.75	(0.57, 0.97)

*Adjusted for rank, step, type of doctorate, series and department/school.

3. Among faculty who received a clinical incentive Z payment, there was a gender-based imbalance in the amount of Z. The vast majority of clinical incentive Z payments were paid by the School of Medicine.

Table 3: Adjusted female/male ratio amount of a clinical incentive Z payment (if >0)

<u>Adjusted Ratios*</u>	<u>Ratio</u>	<u>Confidence Interval</u>
Overall	0.70	(0.61, 0.81)

*Adjusted for rank, step, type of doctorate, series and department/school.

4. No gender-based imbalance in the presence of an accelerated advancement (July 2014-July 2018) was found.

³ Basic Science departments were: SOM: Anatomy, Biochemistry & Biophysics, Cellular & Molecular Pharmacology, Microbiology & Immunology; Physiology; SOP: Bioengineering & Therapeutic Science, Pharmaceutical Chemistry; SOD: Cell & Tissue Biology.

URM status

1. Imbalances in X+Y salary ratio were identified based on URM/non-URM status at the campus level, within the School of Medicine, and within a campus-level grouping of clinical departments.

Table 4: Adjusted URM/non-URM X+Y salary ratio

<u>Adjusted Ratios*</u>	<u>Ratio</u>	<u>Confidence Interval</u>
Overall	0.97	(0.94, 0.99)
By School:		
Dentistry	0.97	(0.85, 1.11)
Medicine	0.96	(0.93, 0.99)
Nursing	1.00	(0.89, 1.12)
Pharmacy	1.06	(0.88, 1.27)
Department Type:		
Basic Science	1.06	(0.94, 1.06)
Clinical	0.96	(0.94, 0.99)

*Adjusted for rank, step, type of doctorate, series and department/school.

2. No imbalance in the presence of a clinical incentive Z payment was found based on URM/non-URM status.

Table 5: Adjusted URM/non-URM ratio for presence of a clinical incentive Z payment

<u>Adjusted Ratios*</u>	<u>Ratio</u>	<u>Confidence Interval</u>
Overall	0.82	(0.54, 1.26)

*Adjusted for rank, step, type of doctorate, series, and department/school.

3. Among faculty who received a clinical incentive Z payment, no imbalance in the amount of clinical incentive Z payment was found based on URM/non-URM status.

Table 6: Adjusted URM/non-URM ratio for amount of a clinical incentive Z payment

<u>Adjusted Ratios*</u>	<u>Ratio</u>	<u>Confidence Interval</u>
Overall	0.94	(0.74, 1.19)

4. No imbalance in accelerated advancement (July 2014-July 2018) was found based on URM/non-URM status.

Residual Analysis Results

Predicted salary (X+Y) was calculated based on a model that included department, academic series, rank, step, and doctorate type. Residuals were defined as the ratio of the actual salary divided by the predicted salary, so that values less than 1 are salaries less than what was predicted based on department, academic series, rank, step, and doctorate type, and values greater than 1 are salaries greater than predicted. Residual salary data were provided to each school for further consideration and analysis.

FSER Committee Charges FY19

At the request of Chancellor Hawgood the FSER Committee reconvened in September 2018 with the following charges:

1. Review the reports and action plans submitted by each school and provide the Chancellor with recommendations.
2. Consider changes to the methodology and/or data capture for the salary equity analysis with the goal of improving future analyses.

In addition, the Committee also reviewed and documented the status of specific recommendations made to the schools in the FY18 FSER report, specifically:

- Schools are required to develop guidelines for stipends paid for administrative roles. Effective 7/1/19, newly-implemented administrative stipends will be paid as Z payments and not as a component of the annually negotiated salary (Y) amount.
- When a department/school attributes a high outlier⁴ salary to a “leadership role” any subsequent appointments to those positions or similar positions should ensure transparency and equal opportunity for all interested faculty to be considered. This can be achieved by a national search, a broadly communicated internal UCSF search, or some other process that is well-documented. At a minimum this process should be adopted for positions at the Department Chair, Division Chief/Chair, Dean, and faculty administrators and appointees in CxO positions in the Health System.

Committee Charge 1: Review School Action Plans

Guiding principles and process for development and analysis of action plans

The four UCSF health professional schools continued their work to examine evidence of inequities in faculty salaries by underrepresented minority status (URM) and by gender (female, male).

- Prior to reconvening the Committee in December, a campus-level analysis of salary by gender and URM status was conducted and salary imbalances by gender and URM status were identified.
 - Predicted salaries (X+Y) were calculated based on a model that include department, academic series, rank, step and doctorate type.
 - A campus-level residuals⁵ analysis was conducted to identify salary “outliers” identified when comparing actual salaries to predicted salaries using a model that included rank, step, type of doctorate, series and department/school.
- In September 2018, the schools received their school salary data for FY19. The data for conducting Z compensation analysis were restricted to amounts paid in FY18 and included faculty members who were hired on or before July 1, 2017 and remained employed at UCSF on September 1, 2018, the date when the data were accessed for this analysis (see methodology change section).

⁴ Salaries at 140% or more above a model-predicted salary.

⁵ The ratio of the actual salary divided by the predicted salary.

- Schools analyzed their data using the methodology described in the [FY2015 FSER Report](#).
- High outliers: Schools/departments were expected to report on leadership positions that contributed to these above-predicted salaries, including a description of any search process that led to the individual being appointed to the leadership role. Matched pair analyses were required for those who did not have a leadership position that contributed to the above-predicted salary.
- Low outliers⁶: Schools/departments were expected to conduct matched pair analyses for all individuals in this group with below-predicted salaries.
- For departments/divisions of 50 or more faculty, a statistical analyses of X+Y and Z compensation was expected to assess salary imbalance by gender and URM status.
- If school-level analyses revealed salary imbalances, the school must determine if the salary differences were attributable to non-discriminatory legitimate business practices of the university or campus unit. Salary imbalances not justified by non-discriminatory legitimate business practices were considered “inequities.”
- School action plans included specific actions to address inequities. If school-level analyses revealed no evidence of salary inequity, the action plan included a justification for this finding.
- School action plans included specific timeframes for addressing salary inequities.
- School action plans were made transparent to the faculty in the school.

Committee review of school action plans

The Committee performed a comprehensive review of the reports and action plans submitted by each school. Additional information and/or analysis was requested when such information was critical to ensuring that salary equity principles were adequately addressed.

The full analyses, report and action plan of each school are listed as appendices to this report.

Table 7. Committee review of school reports and action plans

School	Report/Action Plan Submission	School Findings & Committee Response and Recommendations	Final Committee Response
Dentistry	Original Submitted: January 14, 2019 Final Submitted: April 15, 2019	School Findings: No statistically significant evidence of salary imbalances were identified. Committee Response: Requested a re-analysis of Z payments excluding an extreme high outlier; consult with chairs to clarify differences in match pairs by URM status and gender; (optional) conduct a match pair analysis of salaries for KL2 scholars across school. Subsequent School Findings: No evidence of salary inequity was identified.	Accepted supplemental analyses and action plan; no inequities identified. (APPENDIX B)

⁶ Salaries less than 70% of the model-predicted salary.

School	Report/Action Plan Submission	School Findings & Committee Response and Recommendations	Final Committee Response
Medicine	Original Submitted: December 26, 2018 Final Submitted: February 11, 2019	School Findings: Imbalances in salary favoring male faculty were found at the Associate (4%) and Professor (7%) ranks; imbalances in salary favoring non-URM faculty were found at the Assistant (7%) rank. An overall imbalance in the amount of Z payments was found to favor male faculty (26-29%). Significant gender-based differences in X and Y compensation were identified within 9 departments. Significant URM-based differences in X and Y compensation were identified within 4 departments. Departments conducted additional analyses and no imbalances were identified. After the low outlier salary analysis, salary inequities for two non-URM faculty (one male, one female) were identified and adjusted for FY19 (amount of \$24,800).	Accepted supplemental analyses, action plan and correction of two identified salary inequities (total of \$24,800) (APPENDIX C)
Nursing	Original Submitted: January 10, 2019 Final Submitted: April 18, 2019	School Findings: No statistically significant evidence of salary imbalances was identified after adjustment. Committee Response: Requested an additional analysis of Z salary payments. After the low outlier salary analysis, a salary inequity was identified and adjusted for one non-URM female faculty member for FY19 (amount of \$4,000).	Accepted supplemental analyses and action plan and correction of one identified salary inequity (total of \$4,000) (APPENDIX D)
Pharmacy	Submitted: December 17, 2018	School Findings: No statistically significant evidence of salary imbalances were identified.	Accepted supplemental analyses and action plan; no inequities identified (APPENDIX E)

Committee Charge 2: Improvements in Methodology and/or Data Capture

The Committee considered improvements to the datasets and analytic approach to ensure that the principles of salary equity are addressed more effectively. The Committee reviewed the following improvements:

BYZ dataset

The data for the X+Y salary components used in the analysis are the salaries scheduled for the current fiscal year (i.e. July 1, 2018 to June 30, 2019) and are obtained from the payroll system. In contrast, the data for the clinical incentive compensation (referred to in this report as “Z” or “BYZ”

salary) are obtained from accounting records from the prior fiscal year (i.e. July 1, 2017 to July 1, 2018). The compensation for clinical incentives is often paid after completion of the academic year. Because this activity can be variable, the amounts cannot be predicted, extrapolated, or annualized based on past payments.

The Committee considered and approved a change in the methodology to limit the Z compensation analysis to those faculty who were employed (and eligible for clinical compensation) for the entire fiscal year.

Example:

FSER Report 2019 (July 1, 2018- June 30, 2019)

Data set includes:

1. X + Y salary for FY19 (July 1, 2018 – June 30, 2019)
2. Z salary incentive payments earned in FY18 (July 1, 2017- June 30, 2018)

Approved new methodology: Only include Z payment information for faculty appointed for entire FY18.

Analysis for the presence of Z

The School of Medicine proposed that the FSER Committee discontinue the analysis for the presence/absence of Z (clinical incentive payments) as school level analyses have found no instances in which the presence of Z differed by gender or URM status. The Committee reviewed the findings for the presence of Z analysis from the past several years. Schools had reported they did not identify any statistically significant differences in the presence or absence of Z in their analyses. The Committee accepted the proposal and going forward the analyses for the presence of Z will not be performed at the campus level nor required at the school level.

Terminology

The Committee discussed the following three items related to terminology:

1. Stipend Policies

The 2018 Faculty Salary Equity Report provided the following recommendation:

“Each School is required to develop guidelines for payment of stipends for administrative roles. Such guidelines should be consistent with the Academic Personnel and Programs policy regarding Administrative stipends for academic appointees (APM 633-80b). Effective July 1, 2019, schools will pay new administrative stipends as Z payments and not as part of the annual negotiated salary amount (Y), per policy (APM 670).”

The School of Medicine brought to the Committee’s attention that this wording was unclear and could be confusing given the local campus use of “stipend” to mean administrative payments covered by UCRP.

The Committee explored the intent of the 2018 recommendation and offered the following clarification:

Any compensation for an administrative role should be paid as a separate/distinct payment (Z) and not as part of the annual negotiated salary amount (Y), regardless of whether that additional compensation is UCRP-covered compensation or not.

2. "Report" vs. "action plan"

For the FSER process, each school provides a comprehensive report that includes an action plan. To avoid confusion, the committee will now use the term "report" when describing the document submitted by each school and "action plan" for specific issues or action items that each school has identified.

3. FSER Report Terminology

Inconsistencies in the terminology used for referencing data and naming FSER reports led to confusion. The Committee reviewed and approved the following proposal for terminology:

- The name of the report should include the fiscal year for the X+Y dataset.
- The following information will be provided as a footnote on the first page of the report e.g.:
Data Sets Reviewed:
Salary (X+Y) Data: FY19 (July 1, 2018- June 30, 2019)
Clinical incentives (Z) payments provided in FY18 (July 1, 2017-June 30, 2018)
- School reports will say "Report" going forward (vs. "action plan") as per previous committee decision.

The final approved terminology will be adopted by committee for reporting and working meetings going forward; previous reports will be retroactively updated (reports will use the new title but have a footnote that explains it was previously published under "old title"); and other educational materials will be standardized.

Frequency of future faculty salary equity reviews

FSER analyses have been conducted annually since 2014. Initially, a number of adjustments were made to address salary inequities. In more recent years, the number of subsequent adjustments has been small. Presently, there is no explicit requirement from UCOP regarding the frequency of campus salary equity reviews. However, there is a shared understanding among the UC campuses that ongoing faculty salary equity analyses and actions should continue at regular intervals. The Committee recognizes the substantial resource requirements involved in generating campus-level, school-level and department-level analyses and actions on an annual basis. As such, the Committee recommended changing to a two-year cycle. The next FSER will focus on FY21. The Committee will reconvene in 2020.

Committee Review of FY18 Follow-up Items

The Committee recommended in FY18 that in addition to the reporting on the data set analysis, action plans from each school should also include updates and information on progress toward the following:

1. Each school is required to develop guidelines for compensation for administrative roles. Effective July 1, 2019, schools will provide compensation for administrative roles as Z payments and not as part of

the annual negotiated salary amount (Y), per policy (APM 670-18c(3)).

The Schools of Medicine, Nursing and Pharmacy submitted their school stipend policies for review; the Committee reviewed the policies and provided recommendations. School of Dentistry policy is under development and is expected to be submitted for subsequent FSER committee review.

2. When a department/school attributes a high outlier salary to a “leadership role” any subsequent appointments to those positions or similar positions should ensure transparency and equal opportunity for all interested faculty to be considered. This can be achieved by a national search, a broadly communicated internal UCSF search, or some other process that is well-documented. At a minimum this process should be adopted for the following positions: Department Chair, Division Chief/Chair, Dean, and faculty administrators and appointees in CxO positions in the Health System.

The Schools of Dentistry, Medicine, Nursing and Pharmacy affirm that they are adhering to the Committee’s FY18 recommendation above.

Conclusion

With the submission of this report, the charges for the FY19 Committee are complete. The Committee concludes by emphasizing the following recommendations:

1. The Committee has recommended that campus-level and school-level analyses on the presence of Z payments for clinical incentives be no longer required. The Committee will continue analyses regarding the amount of Z payments.
2. The data sets provided to schools will include the faculty hire date so that the schools can appropriately limit the Z compensation analysis to those faculty who were employed (and eligible for clinical compensation) for the entire fiscal year.
3. Effective July 1, 2019 *any* compensation for an administrative role should be paid as a separate/distinct payment (Z) and not as part of the annual negotiated salary amount (Y), regardless of whether that additional compensation is UCRP-covered compensation or not.

The Committee will serve as ambassadors and continue to engage and inform faculty regarding the Faculty Salary Equity Review. The FSER reports, which include the analyses and action plan of each school, are posted online at <http://tiny.ucsf.edu/fser>.

The Committee reaffirms the importance of ongoing salary equity analyses and monitoring while balancing the time commitment and resources required. The Committee will conduct future FSER analyses at two-year intervals, and will next reconvene the FSER Committee in 2020 for analysis of FY21 salaries.

Appendix A: FY19 FSER Committee Membership

Name	Academic / Administrative Titles	School/Affiliation	Email
Brian Alldredge, PharmD <i>Chair</i>	Vice Provost Academic Affairs Professor of Clinical Pharmacy	VPAA Administration; School of Pharmacy	Brian.Alldredge@ucsf.edu
Esther Chen, MD	Representative, Academic Senate Committee on Equal Opportunity (EQOP) Professor, Emergency Medicine	School of Medicine	Esther.Chen@ucsf.edu
Elena Fuentes-Afflick, MD, MPH	Vice Dean for Academic Affairs, School of Medicine Professor and Vice Chair of Pediatrics	Dean's Office, School of Medicine	Elena.Fuentes-Afflick@ucsf.edu
David Glidden, PhD	Representative, Academic Senate Committee on Academic Personnel Professor, Epidemiology & Biostatistics	School of Medicine	David.Glidden@ucsf.edu
Wilson Hardcastle, MLIS	Academic Data Coordinator, VPAA Office	HR, Academic Affairs	Wilson.Hardcastle@ucsf.edu
Thomas Kearney, PharmD	Associate Dean for Academic Affairs, School of Pharmacy Professor of Clinical Pharmacy	Dean's Office, School of Pharmacy	Thomas.Kearney@ucsf.edu
Cathy Lomen-Hoerth, MD, PhD	Professor of Clinical Neurology Director, ALS Center	School of Medicine	Catherine.Lomen-Hoerth@ucsf.edu
Cynthia Lynch Leathers, MBA	Assistant Vice Provost for Academic Affairs	VPAA Administration	cynthia.leathers@ucsf.edu
Renee Navarro, MD, PharmD	Vice Chancellor for Diversity and Outreach Professor of Clinical Anesthesia & Perioperative Care	Office of Diversity and Outreach; School of Medicine	Renee.Navarro@ucsf.edu
Snehlata Oberoi, BDS, DDS, MDS	Representative, Academic Senate Faculty Welfare Committee Professor, Orofacial Sciences	School of Dentistry	Sneha.Oberoi@ucsf.edu
Vaishali Patel	VPAA Project Manager	VPAA Administration	Vaishali.Patel@ucsf.edu
George Taylor, DMD, MPH, DrPH	Associate Dean for Diversity and Inclusion, School of Dentistry Professor, Preventive & Restorative Dental Sciences	Dean's Office, School of Dentistry	George.Taylor@ucsf.edu
Catherine Waters, RN, PhD, FAAN	Associate Dean for Academic Affairs, School of Nursing Professor, Community Health Systems	Dean's Office, School of Nursing	Catherine.Waters@ucsf.edu



Faculty Salary Equity Review (FSER) School of Dentistry FY19 FSER Report

Period covered: July 1, 2018 – June 30, 2019 for X+Y salary and July 1, 2017-June 30, 2018 for clinical compensation (Z payments)

Authors:

George W. Taylor, DMD, MPH, DrPH, Associate Dean for Diversity and Inclusion
Jing Cheng, MD, MS, PhD, Professor and Statistical Analyst

Highlights of adjusted analyses by Gender

At the School level, adjusted and/or unadjusted analyses did not find statistically significant differences in X+Y salary by gender. For 2 departments the small number of all faculty precluded adjusted analysis.

At the department level, gender-based differences in X+Y salaries had reasonable explanations for all departments. However, while not statistically significant, the female to male X+Y salary ratio point estimates were lower for females for all 4 departments in the unadjusted analyses and for 1 department in the adjusted analyses (2 departments had sample sizes too small to perform adjusted analyses). One department had no difference in the female/male salary ratio in the adjusted analysis (ratio=1.04).

Highlights of adjusted analyses by URM status

At the School level, unadjusted and adjusted analyses did not find significant differences in X+Y salary by URM status. Matched pair analyses and discussions with department chairs indicated reasonable explanations for the differences between URM faculty with salaries lower (among the low outliers) and their matched non-URM counterparts.

At the department level, the URM to non-URM salary ratios' point estimates were noticeably lower for URM faculty in two departments (0.79 and 0.89), and approximately equivalent (0.98) in one department. One department has no URM faculty. Discussions with department chairs indicated reasonable explanations for the differences in URM/non-URM faculty salary differences.

Findings/salary adjustments made

The analysis findings found no salary adjustment required.

Summary of salary analyses for low and high outliers (e.g., justification for salary differences)

High Salary Outliers

For the School of Dentistry there were 8 high outliers (those with salaries 140% of the campus-wide model-predicted salary). The salary was set outside of the home department for 2 of the 8 faculty members' who were high outliers. These salaries were set by the Dean. One is an associate dean and the other is a department chair and both are non-URM females. Six of these 8 faculty have leadership positions and 1 is in a leadership position and is a URM faculty member. Four of these 6 positions were searched. Of the 3 male and 3 female high outliers with leadership positions, 3 non-URM and 1 URM faculty members' positions were searched.

Low Salary Outliers

Matched pair analysis was performed for faculty members with X+Y payment below 75% of the model-predicted salary (the low salary outliers), identified by campus-wide analysis, matched to faculty members whose salaries were neither substantially higher nor lower than their predicted salaries. Two departments had no salary outliers. Consultation with department chairs provided reasonable explanations for the differences in between the low salary outliers and their matched counterparts.

Action items for coming year from school

- a) Determine methods used for determining Y and Z payments for each department as stated in their compensation plans
- b) Explore expecting all departments to use the same methods for determining and allocating Y and Z payments
- c) Conduct analysis of stipends and review consistency of process for determining type and amount of stipends by each department
- d) Implement school-wide policy for stipend payments
- e) Monitor persistence of patterns regarding differences in advancement between URM and non-URM faculty over time.

2019 UCSF SCHOOL OF DENTISTRY FACULTY SALARY EQUITY REVIEW (FSER) REPORT EXECUTIVE SUMMARY

Purpose: To examine the potential imbalances or inequities in faculty salaries and accelerated academic advancements by underrepresented minority status (URM) and gender within the School of Dentistry. The time-frames of data for this analysis were FY 18-19 for X+Y salary, FY17-18 for clinical compensation (Z payments)¹, and July 1, 2014 to June 30, 2018 for advancement data.

Major Findings:

X+Y Salary at the School Level:

Gender: Unadjusted and/or adjusted analyses did not find significant differences in X+Y salary by gender.

URM status: Unadjusted and adjusted analyses did not find significant difference in X+Y salary by URM status. Matched pair analyses and discussions with department chairs indicated reasonable explanations of the differences for URM faculty with salaries lower (the low outliers) than their matched non-URM counterparts.

X+Y Salary at the Department Level:

Differences in X+Y salaries had reasonable explanations for all departments. Some faculty identified as being lower paid than model-predicted values received Z payments that, if considered in the total salary, would have prevented them from being in the lower paid X+Y group. Differences in scale among faculty accounted for some differences in X+Y between matched faculty in some departments.

However, while not statistically significant, the female to male X+Y salary ratio point estimates were lower for females for all 4 departments in the unadjusted analyses and for 1 department in the adjusted analyses (2 departments had sample sizes too small to perform adjusted analyses). One department had no difference in the female/male salary ratio in the adjusted analysis (ratio=1.04). These findings must be considered with caution because of the different choices faculty select in using Z or Y payments for clinically generated revenue. This could have an impact on the X+Y salary differences. The faculty members' selection of Z or Y payments for clinically-generated revenue was not considered in this analysis.

The URM to non-URM salary ratios' point estimates were noticeably lower for URM faculty (0.79 and 0.89) in two departments and approximately equivalent (0.98) in one department.

Discussions with department chairs indicated reasonable explanations of the differences in female/male and URM/non-URM faculty salary differences.

Z Payments at the School Level

Gender: Unadjusted odds ratio for female faculty having a Z payment (n=2) was 0.21, (95% CI 0.04, 1.03; P=.0545), compared to male faculty, meaning the odds for a female faculty having a Z payment were 79% lower than that for male faculty. When the analysis excluded an outlier with a very large Z payment, the female/male Z payment ratio increased substantially to 0.90 and was no longer approaching a statistically significant difference (P=0.93). While the difference in amount of Z female/male amount of Z payment ratio is not statistically significant at 0.90, the sample sizes are small for receiving Z payments and this finding suggests potential room for further balancing female faculty Z payments. However,

¹ Data Sets Reviewed: Salary (X+Y) Data: FY19 (July 1, 2018- June 30, 2019)
Clinical incentives (Z) payments provided in FY18 (July 1, 2017-June 30, 2018)

again, this finding must be considered with caution because of the different choices faculty select in electing Z or Y payments for clinically-generated revenue.

URM status: Unadjusted analyses did not find significant differences in the amount of Z payments by URM status. The odds ratio of having a Z payment for URM faculty was 0.57 (or 43% lower than for non-URM faculty). While the differences were not statistically significant, the results suggested a tendency for URM faculty to have lower odds of any Z payment, and for URM faculty to have lower Z payment amount or no Z payment. Only one of 11 URM faculty member had a Z payment) (Table 6a). The reasons for URM faculty generally not having Z payments were reasonably explained by interviews with department chairs.

Z Payments at the Department Level

The major findings regarding Z payments was the inconsistency the way Z payments are used for compensation and the tendency for female Z payments to be lower or non-existent.

Advancements (non-accelerated) at the School Level

Gender: Both unadjusted and adjusted analyses did not find statistically significant differences in merits and/or promotions (0, 1, and 2 times) received between 2014 and 2018 by gender. However, the point estimates were noticeably lower for females. This analysis has limitations because of several considerations that may vary and are not included in the analysis (e.g. rank when hired and date of hire or duration of faculty appointment).

URM status: Unadjusted analyses estimated a statistically significant difference in merits and/or promotions (0, 1, and 2 times) received between 2014 and 2018 by URM status, with URM faculty having 76% lower odds of any advancement. The difference in the adjusted analysis was not statistically significant. While that difference is not statistically significant, the sample size is relatively small for URM faculty receiving merits/promotions and there is a tendency for URM faculty to receive fewer merits/promotions than non-URM faculty in the adjusted analyses.

Accelerated Advancement at the School Level

Gender: The unadjusted analyses did not find a statistically significant difference in having an accelerated advancement between 2014 and 2018 by gender.

URM status: The unadjusted analysis with Fisher's exact test did not find a statistically significant difference in having an accelerated advancement between 2014 and 2018 by URM status, although no URM faculty member had an accelerated advancement during that time-period.

Advancements at the Department Level

There were statistically significant differences in advancement among the departments. However, interviews with department chairs provided reasonable explanations for the differences in advancement within their departments.

URM and non-URM Matched Pair Results: for differences in X + Y

Differences between URM and non-URM faculty were identified in matched pair analyses, and yet these differences were reasonably explained upon interviews with department chairs.

ACTION PLANS

1. Determine methods used for determining Y and Z payments for each department as stated in their compensation plans
2. Explore expecting all departments to use the same methods for determining and allocating Y and Z payments
3. Conduct analysis of stipends and review consistency of process for determining type and amount of stipends by each department
4. Develop school-wide policy for stipend payments
5. Monitor persistence of patterns regarding differences in advancement between URM and non-URM faculty over time.

ANALYSES

Analysis Plan: The analysis of the School of Dentistry (SOD) data followed the analysis plan of the overall UCSF 2017 Faculty Salary Equity Review (FSER) process. The data specific to the SOD was provided by Office of Academic Affairs, UCSF Human Resources, including FY 18-19 X+Y salary and FY 17-18 Clinical Compensation (Z payment), and advancements between 2014 and 2017.

The outcomes of interest included:

- 1) X+Y salary was first adjusted to the amount at full time by dividing by the percent effort of the appointment and was then log transformed to a symmetric distribution;
- 2) Since only a few faculty members received a Z payment, Z payment was evaluated in two ways: log transformed Z payment and whether or not a faculty member received any Z payment;
- 3) Advancement was recoded as 0,1 or 2 merits and/or promotions a faculty member received between 2014 and 2017;
- 4) Accelerated advancement was evaluated as whether or not a faculty member received any accelerated advancement between 2014 and 2017.

The comparison variables included:

- 1) Gender: coded as female or male;
- 2) Underrepresented minority (URM) vs. non-URM: where URM was defined as those who identified as Black or African American, Hispanic, Native American/Alaskan Native, Filipino, or Hawaiian/Pacific Islander, and non-URM was defined as those who identified as White, Asian, or declined to state.

Covariates were included in regression models were:

- 1) Series: Ladder rank, In Residence, Clinical X, HS Clinical, or Adjunct;
- 2) Rank: Professor, Associate, or Assistant;
- 3) Step: 1-7;
- 4) Doctorate type: Clinical, Research, Combination or Other degree; and
- 5) Department: Cell & Tissue Biology (CTB), Oral & Maxillofacial Surgery (OMS), Orofacial Sciences (OFS), and Preventive & Restorative Dental Sciences (PRDS).

Primary Methods of Analysis at the School Level:

X+Y salary (log transformed) was analyzed using linear regression models to compare salaries between females and males and between URM and non-URM faculty, where the five covariates were included as fixed effects to explore potential differences by series, rank, step, degree type, and department.

Z payments were compared by gender and URM status in two models: a linear model on the amount of the Z payment (log transformed), and a logistic regression model on whether or not a faculty member received a Z payment. The five covariates were included as fixed effects in both models. When there were few subjects with a response, no covariates were included in the model.

Advancements were compared by gender and URM status in two models: a cumulative logit model on merits and/or promotions (0, 1, and 2 merits and/or promotions) received between 2014 and 2017, and a logistic regression model on whether or not a faculty member had any accelerated advancements. The five covariates were included as fixed effects in both models. When there are few subjects with a response, no covariates were included in the model.

Secondary Analyses at the School Level:

URM and non-URM Matched Pairs: Because of the small number of URM faculty in the SOD, matched pair analyses were conducted for the 7 URM faculty members in SOD to examine possible imbalances between matched URM and non-URM pairs. The URM and non-URM pairs were matched on series, rank, step, degree type and department. When there was no match found, pairs were matched on series, rank and step only.

Identification of low and high paid faculty: The expected amount of X+Y salary was computed based on the campus-wide model with series, rank, step, degree type, series, gender, URM status and department. This estimate was compared to the actual X+Y salary a faculty member was paid. Following the campus-wide rule, a faculty member was identified as low paid if the actual X+Y salary is less than 75% of the expected X+Y salary based on models, and as high paid if the actual X+Y salary is more than 140% of the expected X+Y salary based on models. Additional matched pair analysis was performed for faculty members with X+Y payment below 75% or 1.4 standard deviations below the model predicted salary as identified by campus-wide analysis, matched to faculty members whose salaries were neither substantially higher nor lower than their predicted salaries. The matching in those analyses was primarily based on rank, step and department.

Results at the School Level

Descriptive Statistics Table 1 shows characteristics of faculty members at SOD. The SOD had 85 faculty members who were greater than or equal to 75% time, following the definition used within the broader campus analysis. Thirty eight (44.71%) were female and 47 (55.29%) were male. Eleven (12.94%) were URM and 74 (87.06%) were Non-URM.

Table 1: Characteristics of faculty members at SOD

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	Gender		URM Status		Overall
	Female	Male	URM	Non-URM	
Overall	38 (44.71%)	47 (55.29%)	11 (12.94%)	74 (87.06%)	85
Series					
Ladder rank	14 (36.84%)	21 (44.68%)	2 (18.18%)	33 (44.59%)	35 (41.18%)
In resident	3 (7.89%)	1 (2.13%)	0 (0.00%)	4 (5.41%)	4 (4.71%)
Clinical X	4 (10.53%)	3 (6.38%)	1 (9.09%)	6 (8.11%)	7 (8.24%)
HS clinical	13 (34.21%)	17 (36.17%)	5 (45.45%)	25 (45.45%)	30 (35.29%)
Adjunct	4 (10.53%)	5 (10.64%)	3 (27.27%)	6 (8.11%)	9 (10.59%)
Rank					
Assistant	9 (23.68%)	11 (23.40%)	6 (54.55%)	14 (18.92%)	20 (23.53%)
Associate	11 (28.95%)	7 (14.89%)	0 (0.00%)	18 (24.32%)	18 (21.18%)
Full	18 (47.37%)	29 (61.70%)	5 (45.45%)	42 (56.76%)	47 (55.29%)
Step					
1	5 (13.16%)	5 (10.64%)	1 (9.09%)	9 (12.16%)	10 (11.76%)
2	17 (44.74%)	13 (27.66%)	4 (36.36%)	26 (35.14%)	30 (35.29%)
3	7 (18.42%)	7 (14.89%)	2 (18.18%)	12 (16.22%)	14 (16.47%)
4	2 (5.26%)	6 (12.77%)	0 (0.00%)	8 (10.81%)	8 (9.41%)
5	2 (5.26%)	7 (14.89%)	3 (27.27%)	6 (8.11%)	9 (10.59%)
6	1 (2.63%)	3 (6.38%)	1 (9.09%)	3 (4.05%)	4 (4.71%)
7	3 (7.89%)	4 (8.51%)	0 (0.00%)	7 (9.46%)	7 (8.24%)
8	0 (0.00%)	1 (2.13%)	0 (0.00%)	1 (1.35%)	1 (1.18%)
9	1 (2.63%)	1 (2.13%)	0 (0.00%)	2 (2.70%)	2(2.35%)
Degree type					
Clinical	13 (34.21%)	20 (42.55%)	4 (36.36%)	29 (39.19%)	33 (38.82%)
Research	15 (39.47%)	12 (25.53%)	3 (27.27%)	24 (32.43%)	27 (31.76%)
Combination	9 (23.68%)	15 (31.91%)	4 (36.36%)	20 (27.03%)	24 (28.24%)
Other	1 (2.63%)	0 (0.00%)	0 (0.00%)	1 (1.35%)	1 (1.18%)
Department					
CTB	6 (15.79%)	8 (17.02%)	0 (0.00%)	14 (18.92%)	14 (16.47%)
OMFS	1 (2.63%)	5 (10.64%)	1 (9.09%)	5 (6.76%)	6 (7.06%)
OFS	13 (34.21%)	15 (31.91%)	3 (27.27%)	25 (33.78%)	28 (32.94%)
PRDS	18 (47.37%)	19 (40.43%)	7 (63.64%)	30 (40.54%)	37 (43.53%)
X+Y salary					
Mean ± SD	175,743 ± 55,348	203,429 ± 76,332	168,282 ± 76,466	194,436 ± 67,484	191,052 ± 68,788
Median	168,525	184,900	160,000	178,345	174,230
Z payment					
Mean ± SD	1,252 ± 5,414	19,429 ± 69,984	628.5 ± 2,084.7	12,890 ± 56,355	11,303 ± 52,703
Median	0	0	0	0	0
>0	2 (5.26%)	10 (21.28%)	1 (9.09%)	11 (14.86%)	12 (14.12%)
Z payment excluding the OFS outlier					
Mean ± SD	1,252 ± 5,414	10,356 ± 32,425	628.5 ± 2,084.7	7,083 ± 26,267	6,238 ± 24,573
Median	0	0	0	0	0
>0	2 (5.26%)	9 (19.57%)	1 (9.09%)	10 (13.70%)	11 (13.10%)
STP payment					
Mean ± SD	1,316 ± 3,426	319 ± 1617	455 ± 1,508	811 ± 2,748	765 ± 2,617

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Median >0	0 5 (13.16%)	0 2 (4.26%)	0 1 (9.09%)	0 6 (8.11%)	0 7 (8.24%)
BYN payment					
Mean ± SD	5,912 ± 10,358	5,913 ± 11,439	7,905 ± 10,353	5,616 ± 11,021	5,912 ± 10,905
Median >0	0 13 (34.21%)	0 15 (31.91%)	0 5 (45.45%)	0 23 (31.08%)	0 28 (32.94%)
STP+BYN					
Mean ± SD	7,227 ± 11,639	6,232 ± 11,980	8,359 ± 10,077	6,427 ± 12,041	6,677 ± 11,769
Median >0	0 15 (39.47%)	0 16 (34.04%)	0 6 (54.55%)	0 25 (33.78%)	0 31 (36.47%)
Advancement					
0	16 (42.11%)	14 (29.79%)	7 (63.64%)	23 (31.08%)	30 (35.29%)
1	9 (23.68%)	19 (40.43%)	3 (27.27%)	25 (33.78%)	28 (32.94%)
2	12 (31.58%)	14 (29.79%)	1 (9.09%)	25 (33.78%)	26 (30.59%)
3	1 (2.63%)	0 (0.00%)	0 (0.00%)	1 (1.35%)	1 (1.18%)
Accelerated Advancement	3 (7.89%)	5 (10.64%)	0 (0.00%)	8 (10.81%)	8 (9.41%)

X+Y Salary

Both the unadjusted and adjusted analyses did not identify significant differences in X+Y salary by gender (Table 2). The unadjusted female/male ratio of X+Y salary was 0.8821 with 95% CI (0.7593, 1.0248). After adjustment for series, rank, step, degree type and department, the female/male ratio of X+Y salary was 1.0199, meaning that females' X+Y was 101.99% that of males (1.99% more) after controlling for the other variables. However, the difference was not statistically significant (p=0.6822) with 95% CI (92.67%, 112.25%).

Table 2: Female/Male X+Y Salary Ratio

	Female/Male Ratio	95% CI	P value
Unadjusted	0.8821	(0.7593, 1.0248)	0.0999
Adjusted	1.0199	(0.9267, 1.1225)	0.6822

Both the unadjusted and adjusted analyses did not find significant difference in X+Y salary by URM status (Table 3). The unadjusted URM/non-URM ratio of X+Y salary was 0.8354 with 95% CI (0.6688, 1.0433). After adjustment for series, rank, step, degree type and department, the URM/Non-URM ratio of X+Y salary was 0.9632, meaning that URM faculty made 96.32% of non-URM faculty (i.e. 3.68% less). However, the difference was not statistically significant (p=0.6255) with 95% CI (82.72%, 121.76%).

Table 3: URM/Non-URM X+Y Salary Ratio

	URM/non-URM Ratio	95% CI	P value
Unadjusted	0.8354	(0.6688, 1.0433)	0.1113
Adjusted	0.9632	(0.8272, 1.2176)	0.6250

There were statistically significant differences in X+Y salary by series, rank, step and department after full adjustment (Table 4 and Tables A1-A3 in the Appendix). Specifically, adjunct faculty made 74.82% and 75.18% that of Clinical X (25.18% less) and ladder rank faculty (24.82% less) respectively, and the differences were statistically significant (p=0.0148 and 0.0028) with 95% CI (59.37%, 94.30%) and (62.58%, 90.32%) respectively.

Assistant and associate professors made statistically significant less X+Y salary than full professors ($p < 0.0001$ and $p = 0.0007$ respectively). PRDS, CTB and OFS faculty made statistically significantly less X+Y salary than OMFS faculty ($p < 0.0001$), and PRDS also made statistically significantly less X+Y than OFS faculty ($p = 0.0015$). It should be noted that PRDS uses lower scales than OMFS and OFS and market forces affect differences between OMFS and the other departments.

Table 4: Significant X+Y Salary Ratios by Series, Rank and Department

	Ratio	95% CI	P value
Series			
Adjunct/Clinical X	0.7482	(0.5937, 0.9430)	0.0148
Adjunct/Ladder	0.7518	(0.6258, 0.9032)	0.0028
Rank			
Assistant/Full	0.7144	(0.6231, 0.8191)	<0.0001
Associate/Full	0.7847	(0.6856, 0.8982)	0.0007
Department			
PRDS/OMFS	0.4946	(0.4081, 0.5994)	<0.0001
PRDS/OFS	0.8178	(0.7247, 0.9230)	0.0015
CTB/OMFS	0.5589	(0.4406, 0.7092)	<0.0001
OFS/OMFS	0.6047	(0.4949, 0.7389)	<0.0001

Z Payment

Ten of the 47 male faculty members (21.28%) and 2 of the 38 female faculty members (5.26%) received a Z payment (Table 6a). Because only a few faculty members received a Z payment, only unadjusted analyses were conducted. The unadjusted analyses showed no significant difference in the amount of Z payment and odds having a Z payment by gender (Table 5). The unadjusted female/male ratio of Z payment was 0.68, meaning that females made 68% of the amount of males' Z payments (i.e. 32% less) with 95% CI (0.05, 10.17). The unadjusted odds ratio for female faculty having a Z payment was 0.21 compared to male faculty, 95% CI (0.04, 1.03), which approached statistical significance.

Table 5: Female/Male Z Payment Ratio and Odds Ratio for Any Z Payment

	Amount of Z Payment			Having any Z Payment		
	Female/Male Ratio	95% CI	P value	Odds Ratio	95% CI	P value
Unadjusted	0.68	(0.05, 10.17)	0.7586	0.21	(0.04, 1.03)	0.0545

One of the 11 URM faculty members (9.09%) and 11 of the 74 non-URM faculty members (14.86%) received a Z payment (Table 6a). Because only a few faculty members received a Z payment, only unadjusted analyses were performed. The unadjusted analyses did not find a significant difference in the amount of Z payment or the odds having any Z payment by URM status (Table 6). The unadjusted URM/non-URM ratio of Z payment was 0.18, meaning that URM faculty made 18% of non-URM (i.e. 82% less) Z payments with 95% CI (0.01, 5.89). The unadjusted odds ratio for URM faculty having a Z payment was 0.57 when compared to non-URM faculty, 95% CI (0.06, 5.09).

Table 6a: URM/non-URM Z Payment Ratio and Odds Ratio for Any Z Payment

	Amount of Z Payment	Having any Z Payment
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	URM/non-URM Ratio	95% CI	P value	Odds Ratio	95% CI	P value
Unadjusted	0.18	(0.01, 5.89)	0.3023	0.57	(0.06, 5.09)	0.6133

There were no significant differences in Z payment by series, rank, step, and department.

Table 6a: SOD Z Payments Summary Listing, Highest to Lowest

URM	Gender	Series	Rank	Step	Department	Z
Non URM	M	Ladder	Full	5	OFS	436,780
Non URM	M	HS Clinical	Associate	4	PRDS	181,695
Non URM	M	HS Clinical	Assistant	4	OMFS	105,839
Non URM	M	HS Clinical	Full	4	PRDS	60,349
Non URM	M	Clinical X	Associate	3	PRDS	43,104
Non URM	M	Ladder	Full	8	PRDS	41,884
Non URM	F	HS Clinical	Full	6	PRDS	26,253
Non URM	M	Ladder	Full	3	OFS	25,000
Non URM	F	HS Clinical	Full	1	PRDS	21,325
Non URM	M	Ladder	Associate	4	CTB	10,000
URM	M	HS Clinical	Assistant	3	OMFS	6,914
Non URM	M	HS Clinical	Assistant	2	OMFS	1,604

Z Payment excluding the outlier

Because of the presence of one faculty extreme outlier having a Z payment of \$436,780, the Z payment analysis was also performed by excluding that outlier. In this analysis, 9 of the 46 remaining male faculty members (19.6%) and 2 of the 38 female faculty members (5.26%) received a Z payment (Table 6a). Because only a few faculty members received a Z payment, only unadjusted analyses were conducted. The unadjusted analyses showed no significant difference in the amount of Z payment and having a Z payment by gender (Table 6b). The unadjusted female/male ratio for amount of Z payment was 0.90, meaning that females made 90% of males' Z payments (i.e. 10% less) with 95% CI (0.08, 10.55). The unadjusted odds ratio for female faculty having a Z payment was 0.23 when compared to male faculty, 95% CI (0.05, 1.16).

Table 6b: Female/Male Z Payment Ratio and Odds Ratio for Any Z Payment

	Amount of Z Payment			Having any Z Payment		
	Female/Male Ratio	95% CI	P value	Odds Ratio	95% CI	P value
Unadjusted	0.90	(0.08, 10.55)	0.9274	0.23	(0.05, 1.16)	0.0740

One of the 11 URM faculty members (9.09%) and 10 of the 74 non-URM faculty members (13.70%) received a Z payment (Table 6a). Because only a few faculty members received a Z payment, only unadjusted analyses were performed. The unadjusted analyses did not find a significant difference in the amount of Z payment or the odds having any Z payment by URM status (Table 6c). The unadjusted URM/non-URM ratio of Z payment was 0.24, meaning that URM faculty made 24% of non-URM (76%

less) Z payments with 95% CI (0.01, 5.31). The unadjusted odds ratio for URM faculty having a Z payment was 0.63 when compared to non-URM faculty, 95% CI (0.07, 5.65).

Table 6c: URM/non-URM Z Payment Ratio and Odds Ratio for Any Z Payment

	Amount of Z Payment			Having any Z Payment		
	URM/non-URM Ratio	95% CI	P value	Odds Ratio	95% CI	P value
Unadjusted	0.24	(0.01, 5.31)	0.3214	0.63	(0.07, 5.65)	0.6763

There were no significant differences in Z payment by series, rank, step, and department.

STP, ST1 and BYN: Stipend payments

This year, the FSER Committee initiated evaluation of stipend payments. These analyses are presented in the Appendix, Tables A4 to A9.

Advancement

Nine of the 38 female faculty members (23.68%) and 19 of the 47 male faculty members (40.43%) had one merit/promotion, 12 females (31.58%) and 14 males (29.796%) had two merits/promotions, and 1 female (2.63%) had three merits/promotions between 2014 and 2018. Both unadjusted and adjusted analyses did not find statistically significant difference in merits and/or promotions (0, 1, 2 and 3 times) received between 2014 and 2018 by gender (Table 7). Females had 0.8491 unadjusted odds ratio and 0.6120 adjusted odds ratio of having one more merit/promotion compared to males. However, the gender difference was not statistically significant (p=0.6871 unadjusted, 0.3468 adjusted), and yet the point estimates were noticeably lower for females.

Table 7: Female vs. Male Odds Ratio for Any Advancement

	Odds Ratio	95% CI	P value
Unadjusted	0.8491	(0.3795, 1.8998)	0.6871
Adjusted	0.6120	(0.2173, 1.7231)	0.3468

Three of the 11 URM faculty members (27.27%) and 25 of the 74 non-URM faculty members (33.78%) had one merit/promotion, 1 URM faculty (9.09%) and 25 non-URM faculty members (33.78%) had two merits/promotions, and 1 non-URM faculty member (1.35%) had three merits/promotions between 2014 and 2018. The unadjusted analysis shows a statistically significant difference (p=0.0331) in merits and/or promotions (0, 1, 2 or 3 times) received between 2014 and 2018 by URM (Table 8). The odds ratio was 0.2433 for URM faculty having one or more merits/promotions compared to non-URM faculty with 95% CI (0.0665, 0.8901) in the unadjusted analyses. However, while the odds remained lower for URM faculty, the difference was no longer significant (p=0.4682) after adjusting for series, rank and department.

Table 8: URM vs. non-URM Odds Ratio for Any Advancement

	Odds Ratio	95% CI	P value
Unadjusted	0.2433	(0.0665, 0.8901)	0.0331
Adjusted	0.5796	(0.1305, 2.5747)	0.4682

There was a significant difference in advancement by department (p=0.0245). Three out of 14 CTB faculty members (21.43%), 1 out of 6 OMFS faculty members (16.67%), 14 out of 28 OFS faculty members (50%), and 12 out of 37 PRDS faculty members (32.43%) did not have any merit or promotion.

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Five out of 14 CBT faculty members (35.71%), 3 out of 6 OMFS faculty members (50%), 10 out of 28 OFS faculty members (35.71%), and 10 out of 37 PRDS faculty members (27.03%) had one merit or promotion. Five out of 14 CBT faculty members (35.71%), 2 out of 6 OMFS faculty members (33.33%), 4 out of 28 OFS faculty members (14.29%), and 15 out of 37 PRDS faculty members (40.54%) had two merits and/or promotions. One out of 14 CBT faculty members (7.14%) had three merits and/or promotions between 2014 and 2018 (Table A4). After adjustment for series, rank, gender and URM status, OFS had 0.3055 odds ratio of having one or more merit/promotion between 2014 and 2018 compared to PRDS with 95% CI (0.1039, 0.8980); and 0.1250 odds ratio compared to OMFS with 95% CI (0.0159, 0.9817) (Table 9).

Table 9: OFS vs. PRDS and OMFS Adjusted Odds Ratio for Advancement

	Odds Ratio	95% CI	P value
OFS vs. PRDS	0.3055	(0.1039, 0.8980)	0.0316
OFS vs. OMFS	0.1250	(0.0159, 0.9817)	0.0480

Accelerated Advancement

Three out of the 38 female faculty members (7.89%) and 5 out of the 47 male faculty members (10.64%) had one accelerated advancement between 2014 and 2018. Because of the small number of faculty having an accelerated advancement, only unadjusted analyses were considered. The unadjusted analyses did not find statistically significant difference in having an accelerated advancement between 2014 and 2018 by gender (Table 10). Females had 0.72 unadjusted odds ratio of having an accelerated advancement compared to males. However, the gender difference was not statistically significant (p=0.6689).

Table 10: Accelerated Advancement by Gender between 2014 and 2018

	Female	Male	Odds Ratio	95% CI	P value
Accelerated advancement (unadjusted)	3 (7.89%)	5 (10.64%)	0.7200	(0.1571, 3.2992)	0.6689

None of the 11 URM faculty members (0.00%) and 8 out of the 74 non-URM faculty members (10.81%) had one accelerated advancement between 2014 and 2018. The unadjusted analysis with Fisher's exact test did not find a statistically significant difference in having an accelerated advancement between 2014 and 2018 by URM status (Table 11, p=0.5887).

Table 11: Accelerated Advancement by URM status between 2014 and 2018

	URM	Non-URM	P value
Accelerated advancement (unadjusted)	0 (0.00%)	8 (10.81%)	0.5887

URM and non-URM Matched Pair Results (Table 12):

Table 12 shows the X+Y salary, Z payment, number of merits/promotions and number of accelerated advancement for each URM and non-URM matched pair. Seven URM faculty made less X+Y than their matched non-URM faculty, including two adjunct assistant professors step 2 and 3, one HS clinical assistant professor step 2, one HS clinical full professor, one Clinical X full professor step 2, two ladder

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rank full professors step 5. Four URM faculty (one adjunct assistant professor step 2, two HS clinical assistant professor step 1 and 3, and one Ladder full professor step 5) made more X+Y than their matched non-URM faculty. One URM faculty (HS clinical assistant professor step 3) also made more Z payment than his matched non-URM faculty, and one URM faculty (Clinical X full professor step 2) had one less merit/promotion than his matched non-URM faculty.

Pair 1: The URM faculty earned \$16,000 less X+Y than the matched non-URM faculty.

Reason for the difference: The URM faculty member had a lower Y payment because of the difference in research revenue generated.

Pair 2: The URM faculty earned \$5,400 more X+Y than the matched non-URM faculty.

Reason for the difference: The step for the URM faculty member is higher (step 2 vs step 1)

Pair 3: The URM faculty earned \$19,010 less X+Y than the matched non-URM faculty.

Reason for the difference: The non-URM faculty member has a higher scale (3 vs 2) and received a Y payment.

Pair 4: The URM faculty earned \$28,603 less X+Y than the matched non-URM faculty member.

Reason for the difference: The URM faculty member received a lower Y than one of the 2 matching non-URM faculty members.

Pair 5: The URM faculty earned the same amount of X+Y as the first matched non-URM faculty and \$44,167 less X+Y than the second matched non-URM faculty.

Reason for the difference: The URM and non-URM faculty members with equal X+Y's have KL2 awards, and received smaller Y salary components than the higher paid non-URM faculty member because the higher paid non-URM faculty member's Y was based on revenue generated from patient care under the department's usual compensation for clinical care-generated revenue. Additionally, the faculty with KL2 awards had 75% protected time for research.

Pair 6: The URM faculty earned \$67,200 less X+Y than the matched non-URM faculty.

Reason for the difference: The non-URM faculty member received a Y and has a higher scale (3 vs 2).

Pair 7: The URM faculty earned \$20,000 more X+Y than the matched non-URM faculty.

Reason for the difference: The URM faculty member is in a higher step (3 vs 2), has a higher Y and a higher Z payment.

Pair 8: The URM faculty earned \$14,300 less X+Y than the matched non-URM faculty.

Reason for the difference: The non-URM faculty member is in a higher scale (3 vs 2) due to belonging to a different department.

Pair 9: The URM faculty earned \$110,268 more X+Y than the matched non-URM faculty.

Reason for the difference: The URM faculty member has a Y component to their salary while the non-URM faculty member has a Z component that is substantially less than the Y of the URM faculty member.

Pair 10: The URM faculty earned \$117,400 less X+Y than the matched non-URM faculty.

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Reason for the difference: The non-URM faculty member has a Y component due to research revenue generation while the URM faculty member does not.

Pair 11: The URM faculty earned \$8,250 less X+Y than the matched non-URM faculty.

Reason for the difference: The non-URM faculty member has a larger Y component to their salary and is department chair.

Table 12: SOD URM and non-URM Matched Pairs

Pair	URM Status	Gender	Series	Rank	Step	Degree	Dept	X	Y	X+Y	Z	# Adv	# Accl	Difference in X+Y
1	URM	F	Adjunct	Assist	2	Combin	PRDS	92,800	26,200	119,000	0	0	0	-16,000
	Non URM	F	In Res	Assist	2	Combin	PRDS	92,800	42,200	135,000	0	0	0	
2	URM	M	Adjunct	Assist	2	Research	PRDS	92,800	0	92,800	0	0	0	5,400
	Non URM	M	HS Clin	Assist	1	Combin	PRDS	87,400	0	87,400	0	0	0	
3	URM	F	Adjunct	Assist	3	Research	PRDS	97,700	0	97,700	0	0	0	-19,010
	Non URM	M	Adjunct	Assist	3	Combin	OFS	105,800	10,910	116,710	0	0	0	
4	URM	M	Clinic X	Full	2	Combin	OFS	149,000	11,000	160,000	0	1	0	-28,603
	Non URM	F	Clinic X	Full	2	Clinical	OFS	149,000	39,603	188,603	0	2	0	
5	URM	M	HS Clin	Assist	1	Combin	OFS	94,600	18,733	113,333	0	0	0	
	Non URM	M	HS Clin	Assist	1	Clinical	OFS	94,600	18,733	113,333	0	0	0	0
	Non URM	F	HS Clin	Assit	1	Clinical	OFS	94,600	62,900	157,500	0	0	0	-44,167
6	URM	F	HS Clin	Assist	2	Clinical	PRDS	92,800	0	92,800	0	0	0	-67,200
	Non URM	F	HS Clin	Assist	2	Clinical	OFS	100,500	59,500	160,000	0	0	0	
7	URM	M	HS Clin	Assist	3	Clinical	OFS	134,300	135,700	270,000	6,914	1	0	20,000
	Non URM	M	HS Clin	Assist	2	Clinical	PRDS	127,500	122,500	250,000	1,604	0	0	
8	URM	M	HS Clin	Full	5	Clinical	PRDS	170,600	0	170,600	0	0	0	-14,300
	Non URM	M	HS Clin	Full	5	Clinical	OFS	184,900	0	184,900	0	0	0	
9	URM	M	HS Clin	Full	6	Clinical	PRDS	184,000	110,268	294,268	0	1	0	110,268
	Non URM	F	HS Clin	Full	6	Research	PRDS	184,000	0	184,000	26,253	0	0	
10	URM	M	Ladder	Full	5	Combin	PRDS	170,600	0	170,600	0	2	0	-117,400
	Non URM	M	Ladder	Full	5	Research	PRDS	170,600	127,400	298,000	0	2	2	
11	URM	F	Ladder	Full	5	Research	OFS	184,900	85,100	270,000	0	0	0	-8,250
	Non URM	F	Ladder	Full	5	Combin	OFS	184,900	93,350	278,250	0	1	0	

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Identifying faculty with X + Y salaries more than 1.5 standard errors from predicted pay as estimated by the regression model

Previous years' Campus faculty salary equity reviews have requested identifying faculty members with X+Y salaries that are more than 1.5 standard errors greater than or less than their predicted pay as estimated by the regression models used for these analyses. These faculty members are listed in Table 13. For this report, there were no further specific analyses performed using only the faculty listed in Table 13.

Table 13: Listing of faculty members with X + Y salaries more than 1.5 standard errors from predicted pay as estimated by the regression model

URM	Gender	Rank	Series	Step	Department	X+Y Pay	Predicted Pay	Standardized Residuals
Non URM	M	Full	Ladder	2	OFS	149,000	206,227	-1.77
Non URM	M	Full	Ladder	6	PRDS	188,900	244,551	-1.57
Non URM	M	Full	Ladder	5	PRDS	298,000	226,148	1.56
Non URM	F	Assistant	Adjunct	2	PRDS	119,000	89,023	1.72
Non URM	M	Full	HS Clinical	4	PRDS	265,000	193,207	1.76
Non URM	M	Full	Ladder	3	OFS	342,130	243,834	1.899
Non URM	F	Full	Ladder	4	PRDS	307,300	220,195	1.97
URM	M	Full	HS Clinical	6	PRDS	294,268	210,873	2.12
Non URM	M	Full	Ladder	5	OFS	441,000	265,541	2.77

High Salary Outliers and Low Salary Outliers

Last year (for the 2016-2017 report), the FSER Committee initiated a focus for the Schools on two subsets of the FSER dataset population. Faculty members with salaries above 140% of their model predicted salary (approximately 5.4% of the overall Campus data set population) were considered high salary outliers, and those with salaries below 75% of their model predicted salary (approximately 6.4% of the overall data set population) were considered low salary outliers. The regression models were estimated using Campus-wide data analysis to determine the 75% and 140% salary cut-off amounts.

High Salary Outliers

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For faculty above 140% of the expected salary rate (the high salary outliers), each of the schools were requested to address the following questions:

1. Is the home department in control of setting this individual's salary?
 - a. If not, who sets the individual's salary? (name and/or role)
2. Does holding a "leadership position" contribute to this compensation?
 - a. If yes, what is the leadership role?
 - b. If yes, was this leadership position a searched position?

For the School of Dentistry there were 8 high outliers and 2 of the 8 faculty members' had their salary set outside of their home department. These salaries were set by the Dean. One is an associate dean and the other is a department chair and both are non-URM females.

Six of the 8 faculty have leadership positions and 1 of these faculty in a leadership position is a URM faculty member. Four of these 6 positions were searched. Of the 3 male and 3 female high outliers with leadership positions, 3 non-URM and 1 URM faculty members' positions were searched.

Low Salary Outliers

Matched pair analysis for faculty members with X+Y payment below 75% below the model-predicted salary (Table 14)

Matched pair analysis was performed for faculty members with X+Y payment below 75% of the model-predicted salary (the low salary outliers), identified by Campus-wide analysis, matched to faculty members whose salaries were neither substantially higher nor lower than their predicted salaries. The matching was primarily based on rank, step and department. There were some pairs with multiple faculty members matched to the faculty members below 75% of the model-predicted salary. When there were no faculty found in the same department, a faculty member from a different department was selected.

Cell and Tissue Biology (CTB)

There were no low salary outliers in the department.

Oral and Maxillofacial Surgery (OMFS)

There were no low salary outliers in the department.

Oral Facial Sciences (OFS)

Pair/Group 1: The faculty member below 75% of the model-predicted salary is a HS Clinical Assistant Professor Step 1 in OFS and matched with two faculty members in the same department. The lower paid faculty member (non URM) earned the same as one matched URM faculty, and both of them earned \$44,167 less than the second matched faculty member (non-URM).

Reason for the difference in X+Y: The higher paid non-URM faculty member had a larger Y payment than the two lower paid faculty members in this group. The reason for the larger Y payment was because the low outlier and first matching faculty member listed were part of the KL2 Award Program (with a search waiver) and, as KL2 scholars, 75% of their effort was paid by the KL2 Program to conduct research. The second matching faculty member is funded through the department's usual faculty salary program and has a higher Y based on clinical revenue generated.

Pair 2: The faculty member below 75% of the model-predicted salary is a Ladder rank Full Professor Step 2 in OFS and matched with one faculty member (Step 3) in the same department. The lower paid faculty member earned \$48,400 less than the matched faculty member.

Reason for the difference in X+Y: The higher paid faculty member is in a higher step and received a Y payment. The faculty member who is the low outlier has his salary's X-prime and Y components come from grants and chooses to use some of his grant funding to run his lab. The matching faculty member has multiple R01s and brought grants to UCSF when recruited to join the faculty. The matching faculty member funds her Y salary component from grants and possibly from funds from the start-up package she received.

Preventive and Restorative Dental Sciences (PRDS)

Pair 3: The faculty member below 75% of the model-predicted salary is an HS Clinical Assistant Professor Step 2 in PRDS and matched with one Adjunct Assistant Professor Step 2 in the same department. The lower paid faculty member earned \$26,200 less than the matched faculty member.

Reason for the difference in X+Y: The higher paid faculty member received a Y payment from research fund generation. The low outlier is a relatively new faculty member and has recently started in the faculty practice without sufficient time to generate revenue for a Y or Z payment.

Pair 4: The faculty member below 75% of the model-predicted salary is an HS Clinical Assistant Professor Step 1 in PRDS and matched with an Adjunct Assistant Professor Step 2 in the same department. The lower paid faculty earned \$5,400 less than the matched faculty member.

Reason for the difference in X+Y: The higher paid faculty member is in one step higher than the lower paid faculty member. The statistical modeling estimates a higher salary for the lower paid faculty member due to having a combination of clinical (DDS) and research (PhD) degrees. The lower paid faculty member is not engaged in funded research activities.

Pair 5: The faculty member below 75% of the model-predicted salary is an HS Clinical Associate Professor Step 2 in PRDS and matched with one Step 3 faculty member in the same department. The lower paid faculty earned \$50,800 less than the matched faculty member.

Reason for the difference in X+Y: The lower paid faculty member is in a lower APU (scale=1) because their activity is limited to teaching only. The higher paid faculty member is in one step higher than the lower paid faculty member and receives a Y payment for research-generated funding as well as a portion of the Y is negotiated for their role as a division chair

Pair 6: The faculty member below 75% of the model-predicted salary is an HS Clinical Associate Professor Step 4 in PRDS and matched with one Step 3 faculty member in the same department. That individual's salary was \$3,000 less than the matched faculty member.

Reason for the difference in X+Y: The higher paid faculty member is a division chair and receives a Y payment while the faculty member with the lower X+Y does not receive a Y payment and has no administrative role.

Pair 7: The faculty member below 75% of the model-predicted salary is an HS Clinical Associate Professor Step 2 in PRDS and matched with one Step 3 faculty member in the same department. Both faculty members are division chairs. The lower paid faculty earned \$41,200 less X+Y salary than the matched faculty member.

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Reason for the difference in X+Y: The higher paid faculty member received a Y payment of \$35,300 for research generated revenue, role as a division chair, and is one step higher. The lower paid faculty member elected not to take a Y payment and, instead, to take a Z payment..

Pair 8: The faculty member below 75% of the model-predicted salary is an HS Clinical Associate Professor Step 2 in PRDS and matched with one Step 3 faculty member in the same department. The lower paid faculty earned \$16,100 less than higher paid faculty member.

Reason for the difference in X+Y: The higher paid faculty member received a Y payment, is a division chair and is in a higher step. The low outlier forgoes any Y payment for a Z payment instead.

Pair 9: The faculty member below 75% of the model-predicted salary is an HS Clinical Full Professor Step 1 in PRDS and matched with one HS Clinical Full Professor Step 2 faculty member in the same department. This faculty member's X+Y salary was \$62,100 less than the matched faculty member.

Reason for the difference in X+Y: The higher paid faculty member is one step higher than the lower paid faculty member, is Associate Dean for Academic Affairs and has a Y payment that is \$52,500 that includes clinical revenue generated at higher fees (based on higher fees as a specialist [prosthodontist]) than the lower paid faculty (who is a general dentist). Additionally, the higher paid faculty member elects a Y instead of a Z for payment based on clinical revenue. The low outlier elects a Z payment which is not accounted for in the analysis.

Pair 10: The faculty member below 75% of the model-predicted salary is an HS Clinical Full Professor Step 2 in PRDS and matched with one faculty member at the same rank and step in the same department. The lower paid faculty member earned \$75,400 less in X+Y salary than the matched faculty member.

Reason for the difference in X+Y: The higher paid faculty member is Associate Dean for Academic Affairs and has a Y payment that is \$52,500 and is in APU is scale 2. This faculty member teaches, and provides patient care and generates patient care revenue. The lower paid faculty member teaches by supervising students providing patient care only, and hence does not generate clinical revenue. Their APU is now scale 0 because of now being part-time and no longer in the compensation plan, hence their lower X.

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Table 14: Matched pairs for faculty X+Y paid <75% (low outliers) of the predicted payment identified by campus-wide analysis

URM Status	Gender	Series	Rank	Step	Degree	Dept	X	Y	X+Y	Z	Difference in X+Y
Non URM	F	HS Clin	Assist	1	Clinical	OFS	94,600	18,733	113,333		
URM	M	HS Clin	Assist	1	Combin	OFS	94,600	18,733	113,333		0
Non URM	M	HS Clin	Assist	1	Clinical	OFS	94,600	62,900	157,500		-44,167
Non URM	M	Ladder	Full	2	Combin	OFS	149,000	0	149,000		
Non URM	F	Ladder	Full	3	Combin	OFS	160,300	37,100	197,400		-48,400
URM	F	HS Clini	Assist	2	Clinical	PRDS	92,800	0	92,800		
URM	F	Adjunct	Assist	2	Combin	PRDS	92,800	26,200	119,000		-26,200
Non URM	M	HS Clin	Assist	1	Combin	PRDS	87,400	0	87,400		
URM	M	Adjunct	Assist	2	Researc	PRDS	92,800	0	92,800		-5,400
Non URM	F	HS Clin	Assoc	2	Clinical	PRDS	104,900	0	104,900		
Non URM	F	HS Clin	Assoc	3	Clinical	PRDS	120,400	35,300	155,700		-50,800
Non URM	M	HS Clin	Assoc	4	Clinical	PRDS	127,600	0	127,600		
Non URM	M	HS Clin	Assoc	3	Clinical	PRDS	120,400	10,200	130,600		-3,000
Non-URM	F	HS Clin	Assoc	2	Clinical	PRDS	114,500	0	114,500		
Non-URM	F	HS Clin	Assoc	3	Clinical	PRDS	120,400	35,300	155,700		-41,200
Non-URM	M	HS Clin	Assoc	2	Clinical	PRDS	114,500	0	114,500		
Non-URM	M	HS Clin	Assoc	3	Clinical	PRDS	120,400	10,200	130,600		-16,100
Non-URM	F	HS Clin	Full	1	Clinical	PRDS	127,700	200	127,900		
Non-URM	F	HS Clin	Full	2	Clinical	PRDS	137,500	52,500	190,000		-62,100
Non-URM	M	HS Clin	Full	2	Clinical	PRDS	114,600	0	114,600		
Non-URM	F	HS Clin	Full	2	Clinical	PRDS	137,500	52,500	190,000		-75,400

Department Level Analyses

Cell and Tissue Biology (CTB)

CTB: There are 6 female and 8 male faculty in CTB, with no faculty who are URM. Except for one adjunct faculty member, all faculty are ladder rank. There was only one faculty who received a Z payment (a male), and one faculty who had an accelerated advancement. Females had slightly lower X+Y payment than males but the difference was not significantly different (Table 16). The advancement actions were not significantly different between females and males either (Table 16).

Because of the small sample size, matched pair analyses were conducted, where 6 female faculty were matched with male faculty based on their series, rank, step and degree type. If no match was found for a female faculty member, a male faculty in a different step was matched (Table 17).

Pair 1: The female associate ladder rank professor in step 2 earned \$ 2,260 more X+Y than the matched male associate ladder rank professor in step 2. The female faculty had two advancements between 2014 and 2018 and the male faculty also had two advancements. Both of them earned a research degree. The female faculty is White and the race of the male faculty is not stated.

Reason for the difference in X+Y: the female faculty member had a higher Y component (\$52,490 vs \$50,230) due to a higher level of research funding.

Pair 2: The female associate ladder rank professor in step 2 earned \$ 50,230 less X+Y than the matched male associate ladder rank professor in step 2. The female faculty member had no advancement while the male faculty member had two advancements between 2014 and 2018. They both earned a research degree. The female faculty is White and the race of the male faculty is not stated.

Reason for the difference in X+Y: the female faculty member had a lower Y component for her salary (\$0 vs \$50,230, respectively) due to less research grant funding.

Reason for the difference in advancement: The chair reports the reason for the difference in advancements is that the female faculty member independently chose to self-defer every merit for 5 years since being recruited. The chair also reports the female faculty member has a promotion to professor pending this year.

Pair 3: The female associate ladder rank professor in step 2 earned \$4,385 less X+Y than the matched male associate ladder rank professor in step 2. They both had two advancements between 2014 and 2018. Both faculty earned a research degree. The female faculty is White and the race of the male faculty is not stated.

Reason for the difference in X+Y: the female faculty member had a lower Y component for her salary (\$45,845 vs \$50,230, respectively) due to less grant funding.

Pair 4: The female associate ladder rank professor in step 3 earned \$24,431 less X+Y than the matched male associate ladder rank professor in step 4. The female faculty had three advancements while the male faculty had two advancements. They both earned a research degree. The female faculty is White and the male faculty is Japanese.

Reason for the difference in X+Y: the female faculty member was in step 3 while the male faculty member was in step 4. The female faculty also had a lower Y component for her salary than the male faculty (\$39,349 vs. \$55,980, respectively) due to the greater amount of research grant funding generated to support a Y by the male faculty member. The reason for the difference in number of advancements is because the female faculty member has a longer duration as a faculty member.

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Pair 5: The female full ladder rank professor in step 7 earned \$ 63,100 less X+Y than the matched male full ladder rank professor in the Above the Scale (A/S) step. Both faculty had one advancement between 2014 and 2018. They both earned a research degree and are White.

Reason for the difference in X+Y: the female faculty was in step 7 while the male faculty was in A/S step.

Pair 6: The female full ladder rank professor in A/S step earned \$13,900 more X+Y than the matched male full ladder rank professor in A/S step. Both faculty had one advancement between 2014 and 2018. They both earned a research degree and are White.

Reason for the difference in X+Y: this difference is due to the female faculty member being further above scale than the male faculty member, as per the department chair.

Table 15: Characteristics of faculty at CTB

	Gender		URM Status		Overall
	Female	Male	URM	Non-URM	
Overall	6 (42.86%)	8 (57.14%)	0 (0.00%)	14 (100.00%)	14
Series					
Ladder rank	6 (100.00%)	7 (87.50%)	0 (0.00%)	13 (92.86%)	13 (92.86%)
In resident	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
Clinical X	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
HS clinical	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
Adjunct	0 (0.00%)	1 (12.50%)	0 (0.00%)	1 (7.14%)	1 (7.14%)
Rank					
Assistant	0 (0.00%)	1 (12.50%)	0 (0.00%)	1 (7.14%)	1 (7.14%)
Associate	4 (66.67%)	2 (25.00%)	0 (0.00%)	6 (42.86%)	6 (42.86%)
Full	2 (33.33%)	5 (62.50%)	0 (0.00%)	7 (50.00%)	7 (50.00%)
Step					
1	0 (0.00%)	1 (12.50%)	0 (0.00%)	1 (7.14%)	1 (7.14%)
2	3 (50.00%)	2 (25.00%)	0 (0.00%)	5 (35.71%)	5 (35.71%)
3	1 (16.67%)	2 (25.00%)	0 (0.00%)	3 (21.43%)	3 (21.43%)
4	0 (0.00%)	1 (12.50%)	0 (0.00%)	1 (7.14%)	1 (7.14%)
5	0 (0.00%)	1 (12.50%)	0 (0.00%)	1 (7.14%)	1 (7.14%)
6	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
7	2 (33.33%)	1 (12.50%)	0 (0.00%)	3 (21.43%)	3 (21.43%)
8	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
Degree type					
Clinical	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
Research	6 (100.00%)	6 (75.00%)	0 (0.00%)	12 (85.71%)	12 (85.71%)
Combination	0 (0.00%)	2 (25.00%)	0 (0.00%)	2 (14.29%)	2 (14.29%)
Other	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
X+Y salary					
Mean ± SD	191,181 ± 57,228	197,898 ± 45,050	-	195,019 ± 48,625	195,019 ± 48,625
Median	173,168	184,315	-	175,470	175,470

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	Gender		URM Status		Overall
	Female	Male	URM	Non-URM	
Z payment					
Mean ± SD	0 ± 0	1250 ± 3536	-	714 ± 2,673	714 ± 2,673
Median	0	0	-	0	0
>0	0 (0.00%)	1 (12.50%)	-	1 (7.14%)	1 (7.14%)
STP payment					
Mean ± SD	1,667 ± 4,082	0 ± 0	-	714 ± 2,673	714 ± 2,673
Median	0	0	-	0	0
>0	1 (16.67%)	0 (0%)	-	1 (7.14%)	1 (7.14%)
BYN payment					
Mean ± SD	0 ± 0	0 ± 0	-	0	0 ± 0
Median	0	0	-	0	0
>0	0 (0%)	0 (0%)	-	0 (0%)	0 (0%)
STP+BYN					
Mean ± SD	1,667 ± 4,082	0 ± 0	-	714 ± 2,673	714 ± 2,673
Median	0	0	-	0	0
>0	1 (16.67%)	0 (0%)	-	1 (7.14%)	1 (7.14%)
Advancement					
0	1 (16.67%)	2 (25.00%)	-	3 (21.43%)	3 (21.43%)
1	2 (33.33%)	3 (37.50%)	-	5 (35.71%)	5 (35.71%)
2	2 (33.33%)	3 (37.50%)	-	5 (35.71%)	5 (35.71%)
3	1 (16.67%)	0 (0.00%)	-	1 (7.14%)	1 (7.14%)
Accelerated Advancement	0 (0.00%)	1 (12.50%)	-	1 (7.14%)	1 (7.14%)

Table 16: Unadjusted Female/Male X+Y Salary Ratio and Advancement Odds Ratio for CTB

	Female/Male Ratio	95% CI	P value
X+Y	0.9534	(0.7108, 1.2786)	0.7292
Advancement	0.7187	(0.2141, 19.6619)	0.4948

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Table 17: CBT Matched Pair X+Y, Advancement and Accelerated Advancement

Pair	URM Status	Gender	Series	Rank	Step	Degree	X	Y	X+Y	Z	# Adv	# Accl	Difference in X+Y
1	Non URM	F	Ladder	Assoc	2	Research	124,000	52,490	176,490	0	2	0	2,260
	Non URM	M	Ladder	Assoc	2	Research	124,000	50,230	174,230	0	2	0	
2	Non URM	F	Ladder	Assoc	2	Research	124,000	0	124,000	0	0	0	-50,230
	Non URM	M	Ladder	Assoc	2	Research	124,000	50,230	174,230	0	2	0	
3	Non URM	F	Ladder	Assoc	2	Research	124,000	45,845	169,845	0	2	0	-4,385
	Non URM	M	Ladder	Assoc	2	Research	124,000	50,230	174,230	0	2	0	
4	Non URM	F	Ladder	Assoc	3	Research	130,400	39,349	169,749	0	3	0	-24,431
	Non URM	M	Ladder	Assoc	4	Research	138,200	55,980	194,180	10,000	2	0	
5	Non URM	F	Ladder	Full	7	Research	215,000	0	215,000	0	1	0	-63,100
	Non URM	M	Ladder	Full	A/S	Research	278,100	0	278,100	0	1	0	
6	Non URM	F	Ladder	Full	A/S	Research	292,000	0	292,000	0	1	0	13,900
	Non URM	M	Ladder	Full	A/S	Research	278,100	0	278,100	0	1	0	

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Oral and Maxillofacial Surgery (OMFS)

OMFS: There are 1 female and 5 male faculty, with 1 URM and 5 non-URM faculty in OMFS. Three male faculty (1 URM and 2 non URM) received Z payments. The URM faculty member’s Z payment was noticeably lower than the non-URM faculty members’ Z payments. The female faculty member did not receive a Z payment. One male non-URM faculty received one accelerated advancement. Except for one ladder rank faculty, all faculty are in the HS clinical rank. There was no statistically significant difference in unadjusted X+Y payment by gender and URM status, however the one female faculty member’s X+Y salary ratio was noticeably 79% of the male faculty members’ X+Y.

Because of the small sample size, matched pair analyses were conducted, where 1 female faculty member was matched with a male faculty member and the 1 URM faculty was matched with non-URM faculty based on their series, rank, step, degree type, and gender (for URM and non-URM match).

Pair 1: The female associate HS clinical professor in step 1 earned \$ 50,000 less X+Y than the matched male assistant HS clinical professor in step 4. The female faculty had one advancement between 2014 and 2018 while the male faculty had two advancements.. They both earned clinical degrees. The female faculty member is White and the male faculty member is Pakistani Asian.

Reason for the difference in X+Y: the female faculty member has a higher X component than the male faculty due to higher rank, but the female faculty has a much lower Y salary component (\$75,500 vs 132,900) due to differences in clinical revenue generated. The male faculty member’s higher Y is due to a large difference in clinical revenue generated. The female faculty member also devotes 20% of her time to pursuing a PhD degree, hence reducing her time available to generate clinical revenue and contributing to her lower Y.

Reason for the difference in advancement: The female faculty member had one advancement while the matched male faculty member has had two because the male faculty member has had a faculty appointment for a longer time. Neither of the advancements were accelerated.

Pair 2: The URM assistant HS clinical professor in step 3 earned \$ 5,000 less X+Y than the matched non-URM assistant HS clinical professor in step 4. The URM faculty had one advancement between 2014 and 2018 while the non-URM faculty had two advancements. Neither of the advancements were accelerated advancements. Both members of this pair are male and are MDs and oral and maxillofacial surgeons. The URM faculty is African American and the non-URM faculty is Pakistani Asian.

Reason for the difference in X+Y: the URM faculty member, while in a lower step than the non-URM matched faculty member, has a larger Y salary component (\$135,700 vs \$132,900) due to funding remaining from a recruitment and retention incentive. The non-URM faculty member has a higher X+Y salary due to receiving an increase in Y based on persistently generating a high amount of clinical revenue.

Table 18: Characteristics of faculty in OMFS

	Gender		URM Status		Overall
	Female	Male	URM	Non-URM	
Overall	1 (16.67%)	5 (83.33%)	1 (16.67%)	5 (83.33%)	6

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	Gender		URM Status		Overall
	Female	Male	URM	Non-URM	
Series					
Ladder rank	0 (0.00%)	1 (20.00%)	0 (0.00%)	1 (20.00%)	1 (16.67%)
In resident	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
Clinical X	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
HS clinical	1 (100.00%)	4 (80.00%)	1 (100.00%)	4 (80.00%)	5 (83.33%)
Adjunct	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
Rank					
Assistant	0 (0.00%)	3 (60.00%)	1 (100.00%)	2 (40.00%)	3 (50.00%)
Associate	1 (100.00%)	0 (0.00%)	0 (0.00%)	1 (20.00%)	1 (16.67%)
Full	0 (0.00%)	2 (40.00%)	0 (0.00%)	2 (40.00%)	2 (33.33%)
Step					
1	1 (100.00%)	0 (0.00%)	0 (0.00%)	1 (20.00%)	1 (16.67%)
2	0 (0.00%)	2 (40.00%)	0 (0.00%)	2 (40.00%)	2 (33.33%)
3	0 (0.00%)	1 (20.00%)	1 (100.00%)	0 (0.00%)	1 (16.67%)
4	0 (0.00%)	1 (20.00%)	0 (0.00%)	1 (20.00%)	1 (16.67%)
5	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
6	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
7	0 (0.00%)	1 (20.00%)	0 (0.00%)	1 (20.00%)	1 (16.67%)
8	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
Degree type					
Clinical	1 (100.00%)	4 (80.00%)	1 (100.00%)	4 (80.00%)	5 (83.33%)
Research	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
Combination	0 (0.00%)	1 (20.00%)	0 (0.00%)	1 (20.00%)	1 (16.67%)
Other	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
X+Y salary					
Mean ± SD	225,000	286,220 ± 33,086	270,000	277,220 ± 43,182	276,017 ± 38,735
Median	225,000	275,000	270,000	275,000	272,500
Z payment					
Mean ± SD	0 ± 0	22,871 ± 46,467	6,914	21,489 ± 47,158	19,059 ± 42,597
Median	0	1,604	6,914	0	802
>0	0 (0.00%)	3 (60.00%)	1 (100.00%)	2 (40.00%)	3 (50.00%)
STP payment					
Mean ± SD	0 ± 0	2,000 ± 4,472	0 ± 0	2,000 ± 4,472	1,667 ± 4,082
Median	0	0	0	0	0
>0	0 (0%)	1 (20.00%)	0 (0%)	1 (20.00%)	1 (16.67%)
BYN payment					
Mean ± SD	0 ± 0	8,400 ± 13,885	0 ± 0	8,400 ± 13,885	7,000 ± 12,884
Median	0	0	0	0	0
>0	0 (0%)	2 (40.00%)	0 (0%)	2 (40.00%)	2 (33.33%)
STP+BYN					
Mean ± SD	0 ± 0	10,400 ± 18,188	0 ± 0	10,400 ± 18,188	8,667 ± 16,813
Median	0	0	0	0	0
>0	0 (0%)	2 (40.00%)	0 (0%)	2 (40.00%)	2 (33.33%)

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	Gender		URM Status		Overall
	Female	Male	URM	Non-URM	
Advancement					
0	0 (0.00%)	1 (20.00%)	0 (0.00%)	1 (20.00%)	1 (16.67%)
1	1 (100.00%)	2 (40.00%)	1 (100.00%)	2 (40.00%)	3 (50.00%)
2	0 (0.00%)	2 (40.00%)	0 (0.00%)	2 (40.00%)	2 (33.33%)
Accelerated Advancement	0 (0.00%)	1 (20.00%)	0 (0.00%)	1 (20.00%)	1 (16.67%)

Table 19: Female/Male X+Y Salary Ratio

	Female/Male Ratio	95% CI	P value
Unadjusted	0.7902	(0.5602, 1.1147)	0.1302

Table 20: URM/non-URM X+Y Salary Ratio

	URM/non-URM Ratio	95% CI	P value
Unadjusted	0.9835	(0.6122, 1.580)	0.9269

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Table 21: OMFS Matched Pair X+Y, Advancement and Accelerated Advancement

Pair	URM Status	Gender	Series	Rank	Step	Degree	X	Y	X+Y	Z	# Adv	# Accl	Difference in X+Y
1	Non URM	F	HS Clin	Assoc	1	Clinical	149,500	75,500	225,000	0	1	0	-50,000
	Non URM	M	HS Clin	Assist	4	Clinical	142,100	132,900	275,000	0	2	0	
2	URM	M	HS Clin	Assist	3	Clinical	134,300	135,700	270,000	6,914	1	0	-5,000
	Non URM	M	HS Clin	Assist	4	Clinical	142,100	132,900	275,000	105,839	2	0	

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Oral Facial Sciences (OFS)

OFS: There are 13 female and 15 male faculty, and 3 URM and 25 non-URM faculty in OFS. Female faculty had lower adjusted X+Y salary than male faculty (Salary Ratio=0.82, Table 23) that was not significantly different from male faculty.

URM faculty had lower unadjusted X+Y salary than non-URM faculty (Salary Ratio=0.89, Table 24), and the difference was not statistically significant (Table 24).

The adjusted odds for any advancement for females was not significantly different than male faculty (OR=1.06, Table 25). One female and two male non-URM faculty received one accelerated advancement (Table 27).

URM faculty had smaller unadjusted odds than non-URM faculty for any advancement (OR=0.41, Table 26), but the differences were not statistically significant. No URM faculty received accelerated advancements.

Two non-URM male faculty and no female or URM faculty received Z payments (no Table shown).

Because of the small sample size, matched pair analyses were also conducted, where the 3 URM faculty were matched with non-URM faculty based on their series, rank, step, degree type and gender. If no match was found based on all the criteria, a faculty member was matched as closely as possible.

Pair 1: The Hispanic URM full ladder rank professor in step 5 earned \$8,250 less X+Y than the matched White non-URM full ladder rank professor in step 5. The URM faculty had no advancement between 2014 and 2018 while the non-URM faculty had one advancement. Both the URM faculty and the non-URM faculty earned clinical and research degrees. Both faculty are female.

Reason for the difference in X+Y: the URM faculty had a lower Y salary component than the non-URM faculty (\$85,100 vs \$93,350). The Y component of their salary is based on research grant- and practice-generated revenue. The URM faculty member started in 2016 and hence has not yet been a member of the faculty long enough to have an advancement. The chair reports that for the 2-3 years immediately after joining OFS the department and the division contributed to the URM faculty member's Y. This is a common practice in OFS. Also, the chair stated the URM faculty member will be the next recipient of the Earl Robinson endowed chair and that endowment has contributed to most of the URM faculty member's Y in all these years because the current holder of the endowed chair uses those funds for the URM faculty member's Y.

Pair 2: The Hispanic/Latinx URM full Clinical X professor in step 2 earned \$28,603 less X+Y than the matched non-URM full Clinical X professor in step 2. The URM faculty had one advancement between 2014 and 2018 while the non-URM faculty had two advancements. The URM faculty earned clinical and research degrees, and the non-URM faculty earned a clinical degree. The URM faculty is male and the non-URM faculty is female.

Reason for the difference in X+Y: the URM faculty had a lower Y salary component than the non-URM faculty (\$11,000 vs \$39,603). This difference is due to clinical practice in orthodontics generating more revenue than the ambulatory clinical practice of oral medicine. The non-URM faculty member provides both cranio-facial orthodontic treatment and routine orthodontic treatment. The Y component of their salary is based on practice-generated revenue.

Reason for difference in advancements: Between 2014 and 2018, the URM faculty member transitioned from the ladder rank series to the Clinical X series due to not having any grants in a number of years and this also affected his advancement.

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Pair 3: The Hispanic/Latinx URM HS clinical assistant professor in step 1 earned \$44,167 less X+Y than the first matched non-URM male HS clinical assistant professor in step 1, but earned the same amount of X+Y as the second matched non-URM female HS clinical assistant professor in step 1. Both faculty had no advancement between 2014 and 2018. The URM faculty earned clinical and research degrees, and the non-URM faculty earned a clinical degree. The URM and first matched non-URM faculty are male and the second matched non-URM faculty is female.

Reason for the difference in X+Y: the URM faculty had a lower Y salary component than the non-URM faculty (\$18,733 vs \$62,900). The difference in the Y salary is due to the URM faculty member being a KL2 scholar and 75% of his time is protected. The chair reports when he started as a KL2 scholar he had not finished his PhD. He received his his faculty position with a search waiver because he was in the KL2 program.

Table 22: Characteristics of faculty in OFS

	Gender		URM Status		Overall
	Female	Male	URM	Non-URM	
Overall	13 (46.43%)	15 (53.57%)	3 (10.71%)	25 (89.29%)	28
Series					
Ladder rank	5 (38.46%)	5 (33.33%)	1 (33.33%)	9 (36.00%)	10 (35.71%)
In resident	1 (7.69%)	1 (6.67%)	0 (0.00%)	2 (8.00%)	2 (7.14%)
Clinical X	2 (15.38%)	2 (13.33%)	1 (33.33%)	3 (12.00%)	4 (14.29%)
HS clinical	4 (30.77%)	5 (33.33%)	1 (33.33%)	8 (32.00%)	9 (32.14%)
Adjunct	1 (7.69%)	2 (13.33%)	0 (0.00%)	3 (12.00%)	3 (10.71%)
Rank					
Assistant	5 (38.46%)	4 (26.67%)	1 (33.33%)	8 (32.00%)	9 (32.14%)
Associate	2 (15.38%)	1 (6.67%)	0 (0.00%)	3 (12.00%)	3 (10.71%)
Full	6 (46.15%)	10 (66.67%)	2 (66.67%)	14 (56.00%)	16 (57.14%)
Step					
1	1 (7.69%)	3 (20.00%)	1 (33.33%)	3 (12.00%)	4 (14.29%)
2	5 (38.46%)	5 (33.33%)	1 (33.33%)	9 (36.00%)	10 (35.71%)
3	3 (23.08%)	2 (13.33%)	0 (0.00%)	5 (20.00%)	5 (17.86%)
4	0 (0.00%)	1 (6.67%)	0 (0.00%)	1 (4.00%)	1 (3.57%)
5	2 (15.38%)	2 (13.33%)	1 (33.33%)	3 (12.00%)	4 (14.29%)
6	0 (0.00%)	1 (6.67%)	0 (0.00%)	1 (4.00%)	1 (3.57%)
7	1 (7.69%)	0 (0.00%)	0 (0.00%)	1 (4.00%)	1 (3.57%)
8	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
9	1 (7.69%)	1 (6.67%)	0 (0.00%)	2 (8.00%)	2 (7.14%)
Degree type					
Clinical	5 (38.46%)	5 (33.33%)	0 (0.00%)	10 (40.00%)	10 (35.71%)
Research	1 (7.69%)	1 (6.67%)	1 (33.33%)	1 (4.00%)	2 (7.14%)
Combination	6 (46.15%)	9 (60.00%)	2 (66.67%)	13 (52.00%)	15 (53.57%)
Other	1 (7.69%)	0 (0.00%)	0 (0.00%)	1 (4.00%)	1 (3.57%)
X+Y salary					
Mean ± SD	187,288 ±	211,098 ± 94,031	181,111 ± 80,439	202,315 ± 78,729	200,043± 77,676
Median	54,139	184,900	160,000	184,900	182,550
	180,200				

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	Gender		URM Status		Overall
	Female	Male	URM	Non-URM	
Z payment					
Mean ± SD	0 ± 0	30,787 ± 112,504	0 ± 0	18,472 ± 87,294	16,493 ± 82,507
Median	0	0	0	0	0
>0	0 (0.00%)	2 (13.33%)	0 (0.00%)	2 (8.00%)	2 (7.14%)
Z payment excluding the outlier					
Mean ± SD	0 ± 0	1,786 ± 6,682	0 ± 0	1,042 ± 5,103	926 ± 4,811
Median	0	0	0	0	0
>0	0 (0.00%)	1 (7.14%)	0 (0.00%)	1 (4.17%)	1 (3.70%)
STP payment					
Mean ± SD	769 ± 2,773	0 ± 0	0 ± 0	400 ± 2,000	357 ± 1,900
Median	0	0	0	0	0
>0	1 (7.69%)	0 (0%)	0 (0%)	1 (4.00%)	1 (3.57%)
BYN payment					
Mean ± SD	4,410 ± 7,744	6,789 ± 11,335	10,611 ± 10,056	5,093 ± 9,734	5,685 ± 9,733
Median	0	0	0	0	0
>0	4 (30.77%)	5 (33.33%)	2 (66.67%)	7 (28.00%)	9 (32.14%)
STP+BYN					
Mean ± SD	5,179 ± 9,677	6,789 ± 11,335	10,611 ± 10,056	5,493 ± 10,544	6,042 ± 10,436
Median	0	0	0	0	0
>0	4 (30.77%)	5 (33.33%)	2 (66.67%)	7 (28.00%)	9 (32.14%)
Advancement					
0	8 (61.54%)	6 (40.00%)	2 (66.67%)	12 (48.00%)	14 (50.00%)
1	3 (23.08%)	7 (46.67%)	1 (33.33%)	9 (36.00%)	10 (35.71%)
2	2 (15.38%)	2 (13.33%)	0 (0.00%)	4 (16.00%)	4 (14.29%)
Accelerated Advancement	1 (7.69%)	2 (13.33%)	0 (0.00%)	3 (12.00%)	3 (10.71%)

Table 23: Female/Male X+Y Salary Ratio

	Female/Male Ratio	95% CI	P value
Unadjusted	0.9271	(0.6993, 1.2291)	0.5856
Adjusted	0.8237	(0.6052, 1.1211)	0.1936

Table 24 URM/non-URM X+Y Salary Ratio

	URM/non-URM Ratio	95% CI	P value
Unadjusted	0.8943	(0.5673, 1.4097)	0.6180

Table 25: Female vs. Male Odds Ratio for any Advancement

	Odds Ratio	95% CI	P value
Unadjusted	0.5211	(0.1131, 2.4009)	0.3879
Adjusted	1.0609	(0.0783, 14.3782)	0.9616

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Table 26: URM vs. non-URM Odds Ratio for any Advancement

	Odds Ratio	95% CI	P value
Unadjusted	0.4081	(0.0310, 5.3769)	0.4807

Table 27: Accelerated Advancement by Gender between 2014 and 2017

	Female	Male	Odds Ratio	95% CI	P value
Accelerated advancement	1 (7.69%)	2 (13.33%)	0.5417	(0.0383, 7.6558)	0.6382

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Table 28: OFS URM and non-URM Matched Pair X+Y, Advancement and Accelerated Advancement

Pair	URM Status	Gender	Series	Rank	Step	Degree	X	Y	X+Y	Z	# Adv	# Accl	Difference in X+Y
1	URM	F	Ladder	Full	5	Combin	184,900	85,100	270,000	0	0	0	-8,250
	Non URM	F	Ladder	Full	5	Combin	184,900	93,350	278,250	0	1	0	
2	URM	M	Clin X	Full	2	Combin	149,000	11,000	160,000	0	1	0	-28,603
	Non URM	F	Clin X	Full	2	Clinical	149,000	39,603	188,603	0	2	0	
3	URM	M	HS Clin	Assist	1	Combin	94,600	18,733	113,333	0	0	0	-44,167
	Non URM	M	HS Clin	Assist	1	Clinical	94,600	62,900	157,500	0	0	0	
	Non URM	F	HS Clin	Assist	1	Clinical	94,600	18,733	113,333	0	0	0	0

Preventive and Restorative Dental Sciences (PRDS)

PRDS: There are 18 female and 19 male faculty, and 7 URM and 30 non-URM faculty in PRDS (Table 29).

Females had lower mean X+Y salary, however the unadjusted and adjusted female to male X+Y salary ratios were not significantly different from 1.0 (Table 30). The URM faculty had lower mean X+Y salary, however the unadjusted and adjusted URM/non-URM X+Y salary ratios were not statistically different from 1.0 (Table 31).

Six non-URM faculty (2 females, 4 males) received Z payments. Females had lower odds ratio for receiving any Z payment (OR=0.47 with the outlier included and 0.62 with the outlier excluded), and The female to male unadjusted Z payment ratio was markedly below 1.0 at 0.35 (with the outlier included, Table 32a) and 0.49 (with the outlier excluded, Table 32b), although neither ration was statistically significant.

Females did not have significantly different odds for any advancement than males (unadjusted, OR=0.92; or adjusted, OR=1.11) (Table 33).

URM faculty had significantly lower unadjusted odds for any advancement (OR=0.13) but the significant difference disappeared after adjustment (OR=0.47), although the point estimate for the URM faculty remained noticeably lower (Table 34).

Two female non-URM faculty received one accelerated advancement and one male non-URM faculty received two accelerated advancements. Females had greater but insignificantly different odds for accelerated advancement (OR=2.25), however there were small numbers of any male or female faculty members having accelerated advancement (n=2 females and n=1 male) (Table 35). No URM faculty member had an accelerated advancement (Table 36).

Because of the small sample size of URM faculty, matched pair analyses were conducted to explore differences in X+Y salary between URM and non-URM faculty (Table 37). Seven URM faculty were matched with non-URM faculty based on their series, rank, step, degree type and gender. If no match was found based on all the criteria, a URM faculty member was matched as closely as possible. Consultation with the department chair resulted in a reasonable explanation for each of the differences in the matched pair analyses.

Pair 1: The female URM assistant adjunct professor in step 2 earned \$ 16,000 less X+Y than the matched non-URM assistant in residence professor in step 2. Both faculty had no advancement between 2014 and 2017. The URM faculty earned clinical and research degrees while the non-URM faculty earned a clinical degree. The URM faculty is African American and the non-URM faculty is White.

Reason for the difference in X+Y: The URM faculty had a lower Y component than the non-URM faculty (\$26,200 vs. \$42,200). The non-URM faculty member's Y salary is negotiated from her research-generated funding and another portion of her Y comes from another UCSF unit outside the department and School of Dentistry. The URM faculty member's Y salary component is negotiated from generating research funding.

Pair 2: The female URM assistant adjunct professor in step 3 earned \$42,200 less X+Y than the matched non-URM assistant in residence professor in step 2. Neither faculty had an advancement between 2014 and 2018. The URM faculty is Hispanic and earned a research degree, and the non-URM faculty is White and earned a clinical degree.

Reason for the difference in X+Y: The URM faculty had no Y component while the non-URM faculty had a Y component of \$42,200. The non-URM faculty member's Y salary is derived from

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her research-generated funding and another portion of her Y comes from another UCSF unit outside the department and School of Dentistry..

Pair 3: The female URM HS clinical assistant professor in step 2 earned \$ 42,200 less X+Y than the matched non-URM HS clinical assistant professor in step 2. Neither faculty member had an advancement between 2014 and 2018. They both earned clinical degrees. The URM faculty is Vietnamese and the non-URM faculty is White.

Reason for the difference in X+Y: The difference is due to the URM faculty member having no Y salary component due to insufficient time in faculty practice as a relatively new faculty member, while the non-URM faculty member has a Y salary component of \$42,200.

Pair 4: The male URM adjunct assistant professor in step 2 earned \$ 5,400 more X+Y than the matched non-URM HS clinical assistant professor in step 1. Both faculty had no advancement between 2014 and 2018. The URM faculty earned a research degree and the non-URM faculty earned clinical and research degrees. The URM faculty is African American and the non-URM faculty is Asian.

Reason for the difference in X+Y: The URM faculty is in adjunct series step 2 while the non-URM faculty is in HS clinical series step 1.

Pair 5: The male URM HS clinical full professor in step 5 earned \$106,100 less X+Y than the matched non-URM HS clinical full professor in step 4. The URM faculty had no advancement between 2014 and 2018 while the non-URM faculty had one advancement. Neither advancement was accelerated. Both faculty earned a clinical degree. The URM faculty is Hispanic and the non-URM faculty is Asian.

Reason for the difference in X+Y: The URM faculty had no Y component and was not a member of the faculty long enough to be considered for an advancement. The non-URM faculty member's Y is derived from revenue generated from patient care provided as a maxillo-facial prosthodontist.

Pair 6: The male URM HS clinical full professor in step 6 earned \$110,268 more X+Y than the matched non-URM HS clinical full professor in step 6. The URM faculty had one advancement (that was not accelerated) between 2014 and 2018 while the non-URM faculty had no advancements. The URM faculty earned a clinical degree and the non-URM faculty earned a research degree. The URM faculty is African American and the non-URM faculty is White.

Reason for the difference in X+Y: The URM faculty had a Y component (\$110,268) while the non-URM faculty had no Y component. The source of URM faculty's Y component is revenue generated in patient care. The non-URM faculty had no advancements because of self-deferral to submit for advancement from step 5 to step 6.

Pair 7: The male URM ladder rank full professor in step 5 earned \$127,400 less X+Y than the matched non-URM ladder rank full professor in step 5. Both faculty had two advancements between 2014 and 2018. The advancements for the non-URM faculty member were accelerated while those for the URM were not. The URM faculty earned clinical and research degrees, and the non-URM faculty earned a research degree. The URM faculty is African American and the non-URM faculty is White.

Reason for the difference in X+Y: The URM faculty had no research- or clinically-generated revenue, and hence no Y component, while the non-URM faculty had a Y component \$127,400, derived from research-generated revenue..

Table 29: Characteristics of faculty in PRDS

	Gender		URM Status		Overall
	Female	Male	URM	Non-URM	
Overall	18 (48.65%)	19 (51.35%)	7 (18.92%)	30 (81.08%)	37
Series					
Ladder rank	3 (16.67%)	8 (42.11%)	1 (14.29%)	10 (33.33%)	11 (29.73%)
In resident	2 (11.11%)	0 (0.00%)	0 (0.00%)	2 (6.67%)	2 (5.41%)
Clinical X	2 (11.11%)	1 (5.26%)	0 (0.00%)	3 (10.00%)	3 (8.11%)
HS clinical	8 (44.44%)	8 (42.11%)	3 (42.86%)	13 (43.33%)	16 (43.24%)
Adjunct	3 (16.67%)	2 (10.53%)	3 (42.86%)	2 (6.67%)	5 (13.51%)
Rank					
Assistant	4 (22.22%)	3 (15.79%)	4 (57.14%)	3 (10.00%)	7 (18.92%)
Associate	4 (22.22%)	4 (21.05%)	0 (0.00%)	8 (26.67%)	8 (21.62%)
Full	10 (55.56%)	12 (63.16%)	3 (42.86%)	19 (63.33%)	22 (59.46%)
Step					
1	3 (16.67%)	1 (5.26%)	0 (0.00%)	4 (13.33%)	4 (10.81%)
2	9 (50.00%)	4 (21.05%)	3 (42.86%)	10 (33.33%)	13 (35.14%)
3	3 (16.67%)	2 (10.53%)	1 (14.29%)	4 (13.33%)	5 (13.51%)
4	2 (11.11%)	3 (15.79%)	0 (0.00%)	5 (16.67%)	5 (13.51%)
5	0 (0.00%)	4 (21.05%)	2 (28.57%)	2 (6.67%)	4 (10.81%)
6	1 (5.56%)	2 (10.53%)	1 (14.29%)	2 (6.67%)	3 (8.11%)
7	0 (0.00%)	2 (10.53%)	0 (0.00%)	2 (6.67%)	2 (5.41%)
8	0 (0.00%)	1 (5.26%)	0 (0.00%)	1 (3.33%)	1 (2.70%)
Degree type					
Clinical	7 (38.89%)	11 (57.89%)	3 (42.86%)	15 (50.00%)	18 (48.65%)
Research	8 (44.44%)	5 (26.32%)	2 (28.57%)	11 (36.67%)	13 (35.14%)
Combination	3 (16.67%)	3 (15.79%)	2 (28.57%)	4 (13.33%)	6 (16.22%)
Other	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)	0 (0.00%)
X+Y salary					
Mean ± SD	159,522 ± 55,026	177,916 ± 65,780	148,253 ± 72,893	173,801 ± 57,805	168,968 ± 60,665
Median	155,350	170,600	119,000	160,550	158,900
Z payment					
Mean ± SD	2,643 ± 7,739	17,212 ± 43,867	0 ± 0	12,487 ± 35,590	10,125 ± 32,326
Median	0	0	0	0	0
>0	2 (11.11%)	4 (21.05%)	0 (0.00%)	6 (20.00%)	6 (16.22%)
STP payment					
Mean ± SD	1,667 ± 3,835	263 ± 1,147	714 ± 1,890	1,000 ± 3,051	946 ± 2,847
Median	0	0	0	0	0
>0	3 (16.67%)	1 (5.26%)	1 (14.29%)	3 (10.00%)	4 (10.81%)
BYN payment	9,295 ± 12,765	7,056 ± 13,128	7,874 ± 11,439	8,209 ± 13,304	8,145 ± 12,822

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Mean ± SD	1,000	0	0	0	0
Median	9 (50.00%)	8 (42.11%)	3 (42.86%)	14 (46.67%)	17 (45.95%)
>0					
STP+BYN					
Mean ± SD	10,962 ± 13,853	7,319 ± 13,028	8,588 ± 11,013	9,209 ± 14,032	9,091 ± 13,375
Median	3,500	0	0	0	1,000
>0	10 (55.56%)	9 (47.37%)	4 (57.14%)	15 (50.00%)	19 (51.35%)
Advancement					
0	7 (38.89%)	5 (26.32%)	5 (71.43%)	7 (23.33%)	12 (32.43%)
1	3 (16.67%)	7 (36.84%)	1 (14.29%)	9 (30.00%)	10 (27.03%)
2	8 (44.44%)	7 (36.84%)	1 (14.29%)	14 (46.67%)	15 (40.54%)
Accelerated Advancement					
	2 (11.11%)	1 (5.26%)	0 (0.00%)	3 (10.00%)	3 (8.11%)

Table 30: Female/Male X+Y Salary Ratio

	Female/Male Ratio	95% CI	P value
Unadjusted	0.9100	(0.7227, 1.1458)	0.4118
Adjusted	1.0846	(0.8974, 1.3109)	0.3819

Table 31: URM/non-URM X+Y Salary Ratio

	URM/non-URM Ratio	95% CI	P value
Unadjusted	0.8219	(0.6155, 1.0976)	0.1775
Adjusted	1.0410	(0.7764, 1.3958)	0.7780

Table 32a: Female/Male Z Payment Ratio and Odds Ratio for Any Z Payment: Including the Outlier
(Outlier is faculty member with Z payment = \$181,695)

	Amount of Z Payment			Having any Z Payment		
	Female/Male Ratio	95% CI	P value	Odds Ratio	95% CI	P value
Unadjusted	0.3547	(0.0837, 1.5035)	0.1171	0.4688	(0.0699, 3.1450)	0.4245

Table 32.b: Female/Male Z Payment Ratio and Odds Ratio for Any Z Payment: Excluding the Outlier
(Outlier is faculty member with Z payment = \$181,695)

	Amount of Z Payment			Having any Z Payment		
	Female/Male Ratio	95% CI	P value	Odds Ratio	95% CI	P value
Unadjusted	0.4954	(0.2883, 0.8504)	0.0257	0.6250	(0.0851, 4.5895)	0.6350

Table 33: Female vs. Male Odds Ratio for any Advancement

	Odds Ratio	95% CI	P value
Unadjusted	0.9225	(0.2666, 3.1917)	0.8957
Adjusted	1.1097	(0.1611, 7.6443)	0.9118

Table 34: URM vs. non-URM Odds Ratio for any Advancement

	Odds Ratio	95% CI	P value
Unadjusted	0.1342	(0.0207, 0.8684)	0.0358
Adjusted	0.4741	(0.0512, 4.3946)	0.4980

Table 35: Accelerated Advancement by Gender between 2014 and 2018

	Female	Male	Odds Ratio	95% CI	P value
Unadjusted	2 (11.11%)	1 (5.56%)	2.2500	(0.1701, 29.7636)	0.5279

Table 36: Accelerated Advancement by URM status between 2014 and 2018

	URM	Non-URM	Odds Ratio	95% CI	P value
Unadjusted	0 (0.00%)	3 (10.00%)	0	-	0.9730

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Table 37: PRDS URM and non URM Matched Pair X+Y, Advancement and Accelerated Advancement

Pair	URM Status	Gender	Series	Rank	Step	Degree	X	Y	X+Y	Z	# Adv	# Accl	Difference in X+Y
1	URM	F	Adjunct	Assist	2	Comb	92,800	26,200	119,000	0	0	0	
	Non URM	F	In Res	Assist	2	Clinical	92,800	42,200	135,000	0	0	0	-16,000
2	URM	F	Adjunct	Assist	3	Research	97,700	0	97,700	0	0	0	
	Non URM	F	In Res	Assist	2	Clinical	92,800	42,200	135,000	0	0	0	-37,300
3	URM	F	HS Clin	Assist	2	Clinical	92,800	0	92,800	0	0	0	
	Non URM	F	In Res	Assist	2	Clinical	92,800	42,200	135,000	0	0	0	-42,200
4	URM	M	Adjunct	Assist	2	Research	92,800	0	92,800	0	0	0	
	Non URM	M	HS Clin	Assist	1	Combin	87,400	0	87,400	0	0	0	5,400
5	URM	M	HS Clin	Full	5	Clinical	170,600	0	170,600	0	0	0	
	Non URM	M	HS Clin	Full	4	Clinical	158,900	106,100	265,000	60,349	1	0	-94,400
6	URM	M	HS Clin	Full	6	Clinical	184,000	110,268	294,268	0	1	0	
	Non URM	F	HS Clin	Full	6	Research	184,000	0	184,000	26,253	0	0	110,268
7	URM	M	Ladder	Full	5	Combin	170,600	0	170,600	0	2	0	
	Non URM	M	Ladder	Full	5	Research	170,600	127,400	298,000	0	2	2	-127,400

Discussion, Conclusions and Action Plan

Please refer to the Executive Summary for the discussion, conclusions and action plan for this report.

Appendix on next page

Appendix:

Table A1: X+Y salary by series for the SOD

Series	n	Mean \pm SD	Median	(min, max)
Adjunct	9	128,151 \pm 29,726	119,000	(92,800, 174,450)
Clinical X	7	189,400 \pm 34,561	182,000	(160,000, 262,500)
HS Clinical	30	174,823 \pm 64,022	158,750	(87,400, 300,000)
In Residence	4	168,750 \pm 33,510	162,500	(135,000, 215,000)
Ladder Rank	35	224,015 \pm 72,244	198,500	(124,000, 441,000)

Table A2: X+Y salary by rank for the SOD

Series	n	Mean \pm SD	Median	(min, max)
Assistant	20	146,542 \pm 56,563	137,500	(87,400, 275,000)
Associate	18	159,661 \pm 33,198	169,797	(104,900, 225,000)
Full	47	222,014 \pm 68,451	213,457	(114,600, 441,000)

Table A3: X+Y salary by department for the SOD

Series	n	Mean \pm SD	Median	(min, max)
CTB	14	195,019 \pm 48,625	175,470	(124,000, 292,000)
OMFS	6	276,017 \pm 38,735	272,500	(225,000, 336,100)
OFS	28	200,043 \pm 77,676	182,550	(100,500, 441,000)
PRDS	37	168,968 \pm 60,665	158,900	(87,400, 307,300)

Table A4: Number of merits or promotion between 2014 and 2018 by department for the SOD

Series	n	0	1	2	3
CTB	14	3 (21.43%)	5 (35.71%)	5 (35.71%)	1 (7.14%)
OMFS	6	1 (16.67%)	3 (50.00%)	2 (33.33%)	0 (0.00%)
OFS	28	14 (50.00%)	10 (35.71%)	4 (14.29%)	0 (0.00%)
PRDS	37	12 (32.43%)	10 (27.03%)	15 (40.54%)	0 (0.00%)

SOD-wide STP, ST1 and BYN Stipend Payments

Although none of the 85 faculty received any ST1 payment, 2 of the 47 male faculty members (4.26%) and 5 of the 38 (13.16%) female faculty members received a STP payment (Table 1). Because only a few faculty members received a STP payment, only unadjusted analyses were conducted. The unadjusted analyses showed no significant difference in the amount of STP payment and odds of having an STP payment by gender (Table 7a). The unadjusted female/male ratio of STP payment was 1.41, meaning that females made 141% of males' STP payments (i.e. 41% more) with 95% CI (0.88, 2.27). The unadjusted odds ratio for female faculty having a STP payment was 1.23 when compared to male faculty, 95% CI (0.61, 19.14), which did not approach statistical significance.

Table A5: Female/Male STP Payment Ratio and Odds Ratio for Any STP Payment (Unadjusted)

	Amount of STP Payment			Having any STP Payment		
	Female/Male Ratio	95% CI	P value	Odds Ratio	95% CI	P value
Unadjusted	1.41	(0.88, 2.27)	0.1174	1.23	(0.61, 19.14)	0.1612

Fifteen of the 47 male faculty members (31.91%) and 13 of the 38 (34.21%) female faculty members received a BYN payment (Table 1). The unadjusted analyses showed no significant difference in the amount of BYN payment and having a BYN payment by gender (Table 7b). The unadjusted female/male ratio of BYN payment was 1.00 with 95% CI (0.49, 2.06). The unadjusted odds ratio for female faculty having a BYN payment was 1.11 compared to male faculty, 95% CI (0.44, 2.79).

Table A6: Female/Male BYN Payment Ratio and Odds Ratio for Any BYN Payment (Unadjusted)

	Amount of BYN Payment			Having any BYN Payment		
	Female/Male Ratio	95% CI	P value	Odds Ratio	95% CI	P value
Unadjusted	1.00	(0.49, 2.06)	0.9930	1.11	(0.44, 2.79)	0.8234

One of the 11 URM faculty members (9.09%) and 6 of the 74 (8.11%) non-URM faculty members received a STP payment (Table 1). Because only a few faculty members received a STP payment, only unadjusted analyses were conducted. The unadjusted analyses showed significant difference in the amount of STP payment but no significant difference in having a STP payment by URM status (Table 8a). The unadjusted URM/non-URM ratio of STP payment was 0.50, meaning that URM made 50% of non-URMs' STP payments (i.e. 50% less). The unadjusted odds ratio for URM faculty having a STP payment was 1.33 compared to non-URM faculty, 95% CI (0.12, 10.77), which did not approach statistical significance.

Table A7: URM/Non-URM STP Payment Ratio and Odds Ratio for Any STP Payment (Unadjusted)

	Amount of STP Payment			Having any STP Payment		
	URM/Non-URM Ratio	95% CI	P value	Odds Ratio	95% CI	P value
Unadjusted	0.50	(0.50, 0.50)	<0.0001	1.13	(0.12, 10.77)	0.9122

Five of the 11 URM faculty members (45.45%) and 23 of the 74 (31.08%) non-URM faculty members received a BYN payment (Table 1). The unadjusted analyses showed no significant difference in the amount of BYN payment and having a BYN payment by URM status (Table 8b). The unadjusted URM/non-URM ratio of BYN payment was 1.23, meaning that URM made 123% of non-URMs' STP payments (i.e. 23% more), 95% CI (0.32, 2.07). The unadjusted odds ratio for URM faculty having a BYN payment was 1.85 compared to non-URM faculty, 95% CI (0.50, 6.81).

Table A8: URM/Non-URM BYN Payment Ratio and Odds Ratio for Any BYN Payment (Unadjusted)

	Amount of BYN Payment	Having any BYN Payment
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	URM/Non-URM Ratio	95% CI	P value	Odds Ratio	95% CI	P value
Unadjusted	1.23	(0.32, 2.07)	0.6525	1.85	(0.50, 6.81)	0.3517

Table A9: SOD Stipends Payments Summary Listing, Highest to Lowest

URM	Gender	Series	Rank	Department	STP	BYN	STP+BYN
Non URM	M	HS Clinical	Associate	PRDS	0	50,000	50,000
Non URM	F	HS Clinical	Associate	PRDS	0	42,000	42,000
Non URM	M	HS Clinical	Full	OMFS	9,999	32,000	42,000
Non URM	M	Ladder	Full	OFS	0	35,000	35,000
Non URM	F	Ladder	Full	PRDS	10,000	20,000	30,000
Non URM	F	Ladder	Full	OFS	10,000	20,000	30,000
Non URM	F	HS Clinical	Full	PRDS	10,000	20,000	30,000
URM	M	HS Clinical	Full	PRDS	0	27,619	27,619
Non URM	F	HS Clinical	Full	PRDS	0	25,000	25,000
Non URM	M	Ladder	Full	OFS	0	25,000	25,000
Non URM	F	HS Clinical	Full	PRDS	0	23,808	23,808
Non URM	F	Clinical X	Full	PRDS	0	22,000	22,000
Non URM	M	Clinical X	Associate	OFS	0	20,000	20,000
URM	F	Ladder	Full	OFS	0	20,000	20,000
URM	M	Ladder	Full	PRDS	0	20,000	20,000
Non URM	M	Ladder	Assistant	PRDS	0	15,000	15,000
Non URM	F	HS Clinical	Associate	OFS	0	12,000	12,000
URM	M	Clinical X	Full	OFS	0	11,833	11,833
Non URM	M	Ladder	Full	PRDS	0	10,450	10,450
Non URM	M	HS Clinical	Assistant	OMFS	0	10,000	10,000
Non URM	F	Clinical X	Full	PRDS	10,000	0	10,000

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URM	Gender	Series	Rank	Department	STP	BYN	STP+BYN
Non URM	M	HS Clinical	Full	OFS	0	10,000	10,000
Non URM	F	Ladder	Full	CTB	10,000	0	10,000
URM	F	Adjunct	Assistant	PRDS	0	7,500	7,500
Non URM	F	Clinical X	Full	OFS	0	5,333	5,333
Non URM	M	Ladder	Full	PRDS	0	5,000	5,000
Non URM	F	HS Clinical	Associate	PRDS	0	5,000	5,000
Non RUM	M	HS Clinical	Assistant	PRDS	0	5,000	5,000
URM	M	HS Clinical	Full	PRDS	5,000	0	5,000
Non URM	F	Ladder	Full	PRDS	0	2,000	2,000
Non URM	M	Ladder	Full	PRDS	0	1,000	1,000

CTB STP, ST1 and BYN Stipend Payments

No analysis performed

OMFS STP, ST1 and BYN Stipend Payments

No analysis performed

OFS STP, ST1 and BYN Stipend Payment Analysis

Table A10: Female/Male Stipend Payment Ratio and Odds Ratio for Any Stipend Payment

	Amount of Stipend Payment			Having any Stipend Payment		
	Female/Male Ratio	95% CI	P value	Odds Ratio	95% CI	P value
Unadjusted	0.7636	(0.2828, 2.0614)	0.5412	0.8889	(0.1671, 4.7282)	0.8859

Table A11: URM/Non-URM Stipend Payment Ratio and Odds Ratio for Any Stipend Payment

	Amount of Stipend Payment			Having any Stipend Payment		
	URM/Non-URM Ratio	95% CI	P value	Odds Ratio	95% CI	P value
Unadjusted	1.0739	(0.3171, 3.6371)	0.8939	5.1429	(0.3530, 74.9214)	0.2201

PRDS STP, ST1 and BYN Stipend Payment Analysis

Table A12: Female/Male Stipend Payment Ratio and Odds Ratio for Any Stipend Payment

	Amount of Stipend Payment	Having any Stipend Payment
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	Female/Male Ratio	95% CI	P value	Odds Ratio	95% CI	P value
Unadjusted	1.5368	(0.5441, 4.3405)	0.3948	1.3889	(0.3634, 5.3077)	0.6220
Adjusted	1.4150	(0.3328, 6.0165)	0.6048	1.9834	(0.4211, 9.3425)	0.3744

Table A13: URM/Non-URM Stipend Payment Ratio and Odds Ratio for Any Stipend Payment

	Amount of Stipend Payment			Having any Stipend Payment		
	URM/Non-URM Ratio	95% CI	P value	Odds Ratio	95% CI	P value
Unadjusted	1.0311	(0.2811, 3.7826)	0.9610	1.3333	(0.2391, 7.4357)	0.7360
Adjusted	1.3878	(0.1979, 9.7318)	0.7156	1.4754	(0.1491, 14.6004)	0.7317



Faculty Salary Equity Review (FSER) School of Medicine FY19 FSER Report

Period covered: July 1, 2018 – June 30, 2019 for X+Y salary and July 1, 2017-June 30, 2018 for clinical compensation (Z payments)

Author: Elena Fuentes-Afflick, MD, MPH, Vice Dean for Academic Affairs

Highlights of adjusted analyses by Gender

X+Y compensation

In analyses of the entire School, women at Associate and Professor rank received X+Y compensation that was 4-7% lower than men.

When the data were analyzed for each department, nine of 28 departments had statistically significant gender-based differences in X+Y compensation. The departments undertook detailed analyses that included variables such as site, subspecialty designation, and K award status; after the additional analyses, there were no longer statistically significant gender-based differences in compensation in any department.

Z payment

In analyses of the entire School, there were no gender-based differences in the likelihood of receiving a Z payment (clinical incentive). However, among faculty who received Z payments, the median amount received by women at Assistant, Associate and Professor ranks was 26-29% lower than the median amount received by men.

When the data were analyzed for each department, two departments had significant gender-based differences. The departments explained how clinical incentives are earned and the open process by which faculty members are informed of opportunities to earn such incentives.

Highlights of adjusted analyses by URM status

X+Y compensation

In analyses of the entire School, URM faculty at Assistant rank received X+Y compensation that was 5% lower than non-URM faculty. When the data were analyzed for each department, four departments had significant URM-based differences in X+Y compensation. Two departments identified significantly

higher compensation for URM faculty. In one department the URM-based advantage in compensation was attributable to an error in the dataset and the difference was resolved with correction. In the other department the URM-based difference was attributed to compensation for URM faculty leaders whose salaries are set outside the department. In two departments where URM faculty received significantly lower X+Y compensation than non-URM faculty, additional analyses were undertaken and the difference resolved with adjustment for subspecialty and degree type.

Findings/salary adjustments made

In one department, two faculty members (one man, one woman, both non-URM) in the same division were found to have significantly lower compensation than their peers and the department increased their salaries (\$12,400 for each faculty member, total \$24,800).

Summary of salary analyses for low and high outliers (e.g., justification for salary differences)

High Salary Outliers

One-fifth of high outliers (n=117) have their salary set outside the department, most commonly for their role as Department Chair.

Nearly half (45%) of high outliers hold a leadership role which contributes to their compensation. Among high outliers for whom a leadership role contributes to compensation, two-thirds were appointed through a search process.

Low Salary Outliers

There was a total of 137 low outliers in the School of Medicine, 38% women and 11% URM.

There were three primary reasons which contribute to low outlier salaries: 1) limited funding sources to support salary; 2) low market-based compensation; 3) departmental option to select a higher Z compensation rather than fixed (X+Y) compensation.

Action items for coming year from school

Based on the supplemental analyses conducted by several departments, the School of Medicine's FSER team will test whether incorporating subspecialty and clinical activity would improve the standard approach to the school- and departmental-level analyses.

**Faculty Salary Equity Study
School of Medicine**

In October 2018 Vice Provost Brian Alldredge initiated the UCSF Faculty Salary Equity Review for FY19. The School of Medicine's Analytic Team (Vice Dean Elena Fuentes-Afflick, Vice Dean Maye Chrisman, and Professor Nancy Hessel from the School of Pharmacy) analyzed the data and distributed the departmental data in October 2018.

The information in this report is a summary of the School of Medicine's school-wide analysis, a summary of results from a similar set of analyses undertaken at the department level and more detailed analysis conducted by those departments where a difference by gender and/or URM status was documented. In addition, using a predictive-salary model provided by the Vice Provost's Office, this report includes a narrative summary of individual faculty whose compensation was higher than predicted ("high outliers") and matched-pair analyses to understand compensation of individual faculty that was lower than predicted ("low outliers").

To address the recommendation that schools develop guidelines for the payment of stipends for administrative roles, the Dean's office will develop guidelines for departments during FY19.

SCHOOL OF MEDICINE ANALYSES

The School of Medicine analyzed the X+Y compensation data for all faculty who met the inclusion criteria (appointed at 75-100% effort in FY19, $n=2,149$). The analyses of Z compensation were restricted to faculty members who had been hired on or before July 1, 2017 and remained employed at UCSF on September 1, 2018, the date when the data were pulled ($n=1,827$).

X+Y compensation (FY19) -- The results for the School of Medicine demonstrated that female faculty members at Associate and Professor ranks received median X+Y compensation that was 4-7% lower than their male counterparts. Specifically, the analysis of X+Y compensation for female faculty members, by rank, revealed:

- Associate Professors: 7% lower than males
- Professors: 4% lower than males

For underrepresented faculty members in the School of Medicine, the analyses demonstrated a significant difference at Assistant rank.

- Assistant Professors: 5% lower than non-URM faculty

Z payment (FY18) -- There were no gender- or URM-based differences in the likelihood of receiving a Z payment (clinical incentive payment).

However, among faculty who received a Z payment in FY18, the median annual amount received by female faculty members was 26-29% less than the median annual amount received by male faculty members. The findings varied by rank:

- Assistant Professors: the median amount received by females was 26% less than the median amount received by males;
- Associate Professors: the median amount received by females was 29% less than the median amount received by males;

- Professors: the median amount received by females was 29% less than the median amount received by males

To analyze faculty salary equity issues within the School of Medicine, it is important to understand that each department has a compensation plan. Consequently, department-specific analysis of compensation is critical to identify and address salary equity issues. Key issues include:

- Faculty are paid on different salary scales depending on their department. Within the School of Medicine, there are 28 compensation plans and the salary scales range from 0 to 7;
- Departments employ varying approaches to setting compensation. For example, some departments tend to increase salaries based on rank and step, while others prioritize setting salaries for junior faculty members but not increase them significantly by rank.
- Some departments use clinical incentive payments as a significantly larger component of annual compensation than others, due to differences in the nature of their clinical work. Finally, market-competitive compensation varies widely for different specialties.
- Most departments adjust compensation based on the availability of sources of funding.

For the School of Medicine, the annual Faculty Salary Equity Study continues to be an effective means of analyzing compensation issues and identifying areas of concern. Departmental leaders were actively engaged in the analytic and review process and committed to the goal of identifying and addressing imbalances. The Dean's Office encouraged all departments to be transparent about compensation practices and will continue to support departmental leaders in our collective efforts to promote equity across gender and URM groups.

DEPARTMENTAL ANALYSES

The School's Analytic Team conducted a set of analyses for each department that mirrored the school-wide analyses. The Department Chair and Department Manager were asked to review the findings, encouraged to consider additional analyses, and asked to propose solutions in case of a gender- or URM-based difference that remained unexplained.

During October-November 2018 Vice Deans Chrisman and Fuentes-Afflick hosted three workshops for Chairs, Directors, and Managers to review the analyses and answer questions; nearly all departments (24/27) participated in the workshops.

- X+Y compensation: Overall, we identified statistically significant gender-based differences in FY19 X+Y compensation within nine (9) departments. We also identified significant URM-based differences in X+Y compensation within four (4) departments.
- Z payments: We did not identify statistically significant differences in the likelihood of receiving a Z payment in FY18 according to gender or URM status in any department.
- Amount of Z payments: Among faculty who received a Z payment in FY18, there were statistically significant gender-based differences in the amount of Z payments with two departments and a statistically significant URM-based difference within one department.
- Each department provided a thoughtful analysis of their FSER results and emphasized their commitment to ongoing review in order to minimize the risk of gender- or URM-based differences in compensation.
- According to the Chair and Department Manager, each department has or will share their results with faculty members, usually in the form of a presentation during a faculty meeting.

Please note: For the purpose of this analysis, the five laboratory-based basic science departments (Anatomy, Biochemistry and Biophysics, Cellular and Molecular Pharmacology, Microbiology and Immunology, Physiology) were analyzed as a single group. Bioengineering and Therapeutic Sciences, a joint department of the Schools of Medicine and Pharmacy, is included in the School of Pharmacy's report.

One key difference between the school-level analyses and the department-level analyses conducted by the School's Analytic Team is that the department-level analyses did not control for step within rank due to small sample sizes within departments. Some departments conducted additional analyses and included degree type or subspecialty in order to reflect their compensation-setting practices.

This summary report details the responses from the ten departments that demonstrated a significant difference in either compensation outcome. Vice Deans Chrisman and Fuentes-Afflick reviewed each department's report and compiled the information into this summary report.

Anesthesia

FINDINGS

In the Department of Anesthesia, there were gender-based differences in X+Y and Z incentive compensation. Female faculty members received X+Y compensation that was 5% lower and clinical incentive payments that were 36% lower than male faculty members.

ADDITIONAL ANALYSES PROVIDED BY THE DEPARTMENT

The Department Manager and Chair explained that the department uses two salary scales, one for clinically-active faculty and one for non-clinical (research) faculty, and that X+Y compensation is based on rank and step.

- For clinically-active faculty, the department sets a standard expectation for clinical workload based on effort.
- If a faculty member's clinical workload is reduced due to other funded activities (e.g., extramural research), the total amount of X+Y compensation remains at the salary scale.
- Faculty members may also request to reduce their clinical workload for other reasons; in such cases, Y compensation is reduced proportionately.
- Research faculty (with research doctorates) are assigned to a different academic programmatic unit (APU), which is at a lower salary scale than clinically-active faculty and researchers' X compensation is lower. Within the group of research faculty, there is further differentiation and faculty members in Senate series (ladder rank and in residence) receive Y compensation that is based on the salary scale.

The department received approval to conduct additional analyses of X+Y compensation and added degree type (research or clinical) to the other variables in order to adjust for the defined differences in salary scale. After adjusting for degree type and the other variables, there was no longer a gender-based difference in X+Y compensation (OR 0.97, 95% confidence interval 0.93-1.01).

The department provided contextual information to address the gender-based difference in Z compensation. The Department Manager reported that "a portion of Z payments is related to assigned overtime for which every faculty member is paid an identical amount that is based on time over clinical commitment as well as time of day. Other Z payments are based on work that is above and beyond faculty members' assigned clinical commitments and is considered onerous. Instead of requiring faculty to

assume these onerous shifts (overnight, weekends, holidays), there is a standing culture [in the Department of Anesthesia] that this work is compensated above and beyond routine clinical work. Access to this additional work is fair and open.”

Dean’s Office Decision:

We accept the department’s revised analyses and agree that there is no systematic difference in X+Y compensation based on gender, when degree type and other variables are included in the analysis.

The department explained that Z compensation is offered to all faculty members in a fair and open manner.

No further action is required.

Basic Science

FINDING

In the Departments of Anatomy, Biochemistry and Biophysics, Cellular and Molecular Pharmacology, Microbiology and Immunology, and Physiology, female faculty members received X+Y compensation that was 13% lower than their male colleagues.

ADDITIONAL ANALYSES PROVIDED BY THE DEPARTMENT

The departments described their salary-setting practices and undertook a detailed review of faculty by department, rank, and step.

In general, the departments differentiate compensation between faculty in the ladder rank and in-residence series (focus on research and education) and adjunct series (primarily education). Ladder rank and in-residence faculty members receive higher compensation to reflect the broader scope of their roles. Each department sets target X+Y compensation for their faculty as a multiplier of X but the multipliers differ by department and by rank. Variability in X+Y compensation is largely determined by availability of funding (primarily extramural research funding), equity with ORUs for jointly-recruited recruitments, and equity with clinical departments for jointly-recruited basic science faculty who have clinical duties. In addition, individual faculty members are allowed to lower their compensation in order to preserve research funding for other purposes such as general laboratory expenses.

The departments reviewed average X+Y compensation within each department according to rank and step in order to assess variability in X+Y compensation.

OUTCOME

Assistant Professors

Four of the five basic science departments had no significant gender-based difference in X+Y compensation among Assistant Professors. One department has a male Assistant Professor who was hired in partnership with a clinical unit and the department exceeded the salary target because of competing external offers. This individual also has clinical responsibilities.

Associate Professors

Four of the five basic science departments have no significant difference in X+Y compensation among Associate Professors. One department has a male Associate Professor who has a higher salary

related to his joint appointment in a clinical department and extramural funds which support his Y compensation.

Professors

The departments noted that the largest gender-based difference in compensation was at Professor rank and each department identified a difference in X+Y compensation at Professor rank. The difference in X+Y compensation for Professors is primarily driven by seniority, given the emphasis on rank and step in setting target salaries. There are no female basic science Professors beyond Step 7, whereas there are sixteen male faculty at Step 8 or higher. In addition, three male faculty members are members of clinical units, which influences the salary-setting process. Finally, one female faculty member chose to lower her salary in order to preserve research funds for her lab.

In summary, after accounting for rank, step, availability of funding, and equity with ORUs and clinical departments for jointly-recruited recruitments, there was no evidence of a systematic difference in X+Y compensation by gender in the basic science departments.

Dean's Office Decision:

We accept the departments' analyses and agree that there is no evidence of a systematic gender-based difference in X+Y compensation.

No further action is required.

Emergency Medicine

FINDING

In the Department of Emergency Medicine, the median amount of Z payments distributed to URM faculty was 35% lower than non-URM faculty.

ADDITIONAL ANALYSES PROVIDED BY THE DEPARTMENT

The department provided additional information about how they administer BYZ payments.

- In October of each year the department distributes BYZ payments which were earned during the previous fiscal year.
- In the FY19 FSER dataset the department identified one URM faculty member who had recently joined the faculty and was not eligible to earn a BYZ payment in FY18 because he had not been employed as a faculty member during FY17.
- The department also identified an error in the ethnicity designation for a URM faculty member who was mistakenly coded as non-URM.
- Finally, the department's compensation plan describes the process of adjusting BYZ payments for faculty members who take a leave of absence during the year; this level of nuanced interpretation of BYZ payments exceeded the School's analyses. The Dean's Office approved the department's request to undertake a new set of analyses that addressed these errors and issues. In the revised analyses there was no longer a statistically significant URM-based difference in Z payments (OR 0.95, *P* value 0.59).

Dean's Office Decision:

We accept the department's revised analyses and agree that there is no systematic difference in BYZ payments based on URM status. The initial finding was related to errors in the dataset and nuances in the compensation structure.

No further action is required.

Epidemiology and Biostatistics

FINDINGS

There were two statistically significant findings for the Department of Epidemiology and Biostatistics.

- Related to gender, female faculty members received X+Y compensation that was 13% lower than male faculty members.
- Related to ethnicity, URM faculty received X+Y compensation that was 36% higher than non-URM faculty members.

ADDITIONAL ANALYSES PROVIDED BY THE DEPARTMENT

The department undertook additional analyses based on the following information:

- 1) The department's compensation plan explicitly benefits faculty with a clinical or combined clinical and research degrees. The additional analyses adjusted for PhD degree versus a clinical or combined (MD/PhD) degree; and
- 2) The department has a seniority imbalance between women and men and adjusted for step within rank; and
- 3) Two URM faculty members are leaders within the department or within the campus and have their salaries set outside the department.

OUTCOME - GENDER

The department's additional analyses of X+Y compensation focused on a comparison of faculty with a PhD degree versus faculty with combined clinical and research degrees as well as adjustment for step within rank. In the revised statistical model, the coefficient for gender became non-significant (odds ratio 0.99, 95% confidence interval 0.92-1.07, *P* value 0.75).

OUTCOME – URM STATUS

The department re-analyzed the data related to the URM-based difference in X+Y compensation and confirmed the statistically significant result. The report noted that the department has only two URM faculty members; one serves as Chair and the other holds a Campus leadership role. For both individuals, the salaries are set outside the department and their compensation was set after an international search.

Dean's Office Decision:

We accept the department's revised analyses, which included adjusting for type of degree and academic rank/step. We accept their finding that the revised analyses demonstrated that there was no longer a gender-based difference in X+Y compensation after the additional variables were added to the model.

We accept the department's explanation that the URM-based difference in X+Y compensation was based on the compensation of two URM faculty members who are departmental or campus leaders.

No further action is required.

Medicine

FINDINGS

In the Department of Medicine female faculty members received X+Y compensation that was 7% lower and Z payments that were 41% lower than their male counterparts.

URM faculty received X+Y compensation that was 6% lower than non-URM faculty.

ADDITIONAL ANALYSES PROVIDED BY THE DEPARTMENT

The department conducted additional analyses in order to correct errors (errors in compensation or incentive payments and deletion of ineligible faculty) and added two variables that are correlated with compensation: clinical subspecialty and K award status. In revised analyses of X+Y compensation that adjusted for the core variables, as well as clinical subspecialty and K award status, there was no longer a statistically significant difference according to gender ($P=0.075$) or URM status ($P=0.272$). However, the gender-based difference in the amount of Z compensation persisted ($P=0.002$).

The department conducted additional analyses of Z compensation and reported that 88% of clinical incentive (Z) compensation is attributable to two sources:

- moonlighting pay for additional clinical work (29%); and
- clinical incentives earned for assigned clinical duties (59%).

As a matter of practice across the Department of Medicine, moonlighting opportunities are available to all faculty on a gender-neutral basis. However, moonlighting opportunities are concentrated in two divisions: 42% of moonlighting pay within the DOM is in the Division of Cardiology (UCSF Health and ZSFG) and the GI Division (ZSFG). Within those two divisions, the gender imbalance in the faculty headcount is reflected in the clinical incentive payments earned by each gender. For instance, within the Division of Cardiology (UCSF Health and ZSFG) most of the clinical incentives related to moonlighting (\$358K at UCSF Health and ZSFG) was distributed to the interventional cardiology group and there are no female interventional cardiologist faculty members at either site. Similarly, \$140K of clinical incentive payments in the UCSF Health Cardiology Division was paid to one faculty member who does most of the Mission Bay consults in Cardiology and that faculty member is male. In addition, all of the \$148K in moonlighting pay for additional endoscopy sessions in the GI Division at ZSFG was earned by male faculty because all but one of the primarily clinical faculty in that division are men.

OUTCOME

In the comprehensive analyses undertaken by the department, there was no longer a statistically significant difference in X+Y compensation by gender or URM status.

The gender-based differences in Z payments is largely related to the gender difference within two divisions: Cardiology and GI. Faculty within these divisions are the primary recipients of Z incentive payments and women are underrepresented, particularly among interventional cardiologists. Opportunities to earn clinical incentives are offered to the faculty in a gender-neutral fashion and compensated in a gender-neutral fashion.

Dean's Office Decision:

We endorse the department's finding that there was no longer a gender- or URM-based difference in X+Y compensation after adjusting for clinical subspecialty and K award status.

We accept the department's analysis of clinical incentive payments, which do not demonstrate a systematic gender-based difference in the opportunity to earn incentives.

No further action is required.

Obstetrics, Gynecology and Reproductive Sciences

FINDINGS

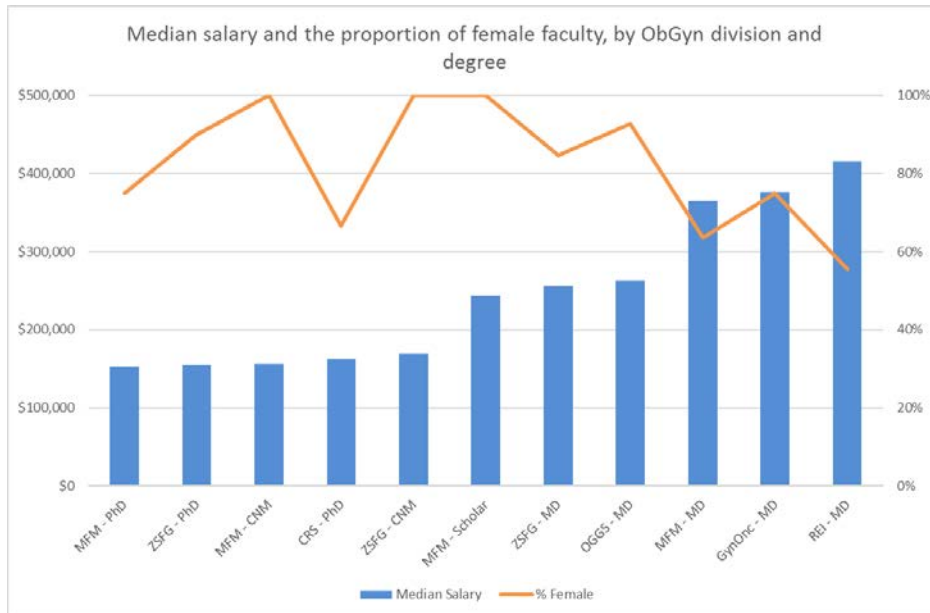
In the Department of Obstetrics, Gynecology and Reproductive Sciences, there were two findings. X+Y compensation for female faculty members and URM faculty was 20% lower than male faculty members and non-URM faculty, respectively.

ADDITIONAL ANALYSES PROVIDED BY THE DEPARTMENT

The department undertook revised analyses to adjust for degree type because compensation for certified nurse midwives is lower than for physicians with clinical doctorate degrees. The proportion of women faculty varies by degree type and ranged from 76% (clinical doctorates) to 100% (certified nurse midwives). Similarly, the proportion of URM faculty was lowest among faculty with research doctorates (5.6%) and highest among the certified nurse midwives (30%).

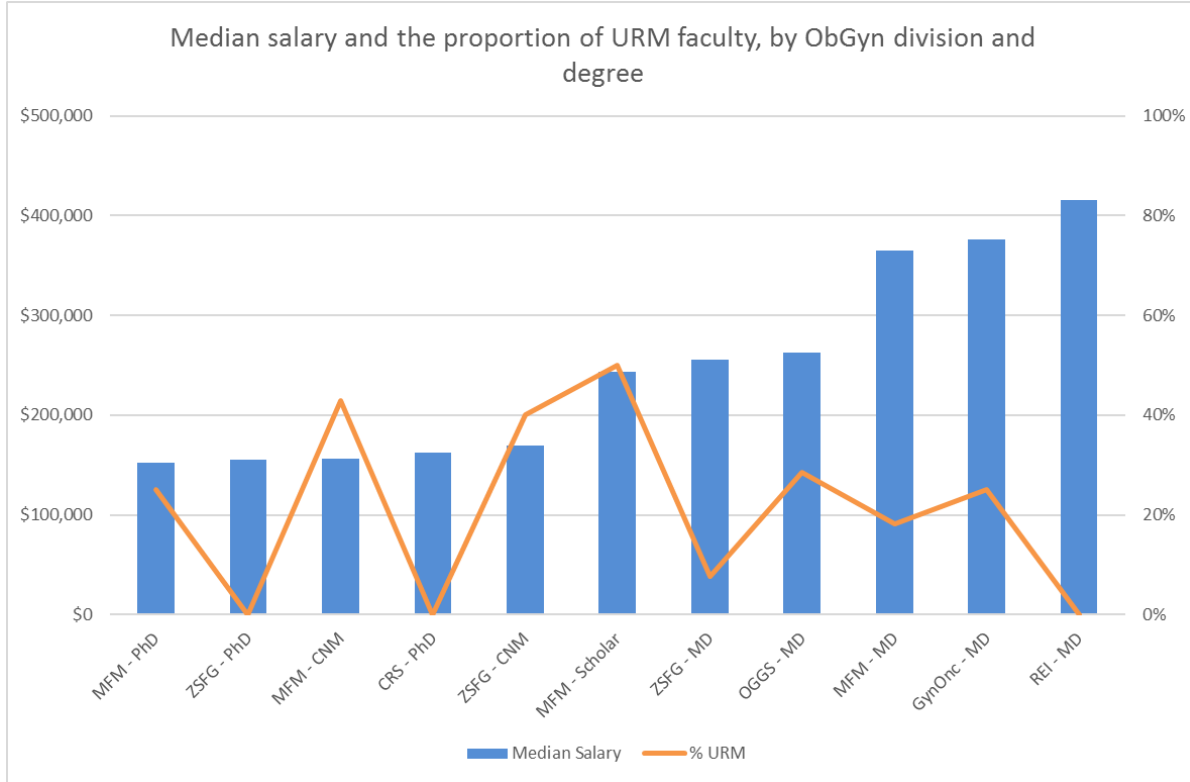
Within the group of faculty with clinical doctorates (54% of all faculty), compensation varies by subspecialty. Compensation is highest for reproductive endocrinologists and lowest for certified nurse midwives. The proportion of women varies by subspecialty (OB Figure 1) and women are underrepresented in the most highly compensated subspecialties.

OB Figure 1. Median salary and proportion of female faculty, by subspecialty division.



Similarly, the distribution of URM faculty varied by subspecialty division and URM faculty were underrepresented among the highest paid subspecialties.

OB Figure 2. Distribution of median salary and URM faculty, by subspecialty



The department conducted additional regression analyses of X+Y compensation and added subspecialty to the standard set of variables. In the revised analyses, neither gender (P=0.17) nor URM status (P=0.15) was significantly associated with X+Y compensation.

OUTCOME

After adjusting for degree type and clinical subspecialty, which are highly associated with compensation, there was no longer a gender or URM-based difference in X+Y compensation.

Dean's Office Decision:

We endorse the department's finding that there was no longer a gender- or URM-based difference in X+Y compensation after adjusting for clinical degree and subspecialty and the standard variables.

No further action is required.

Orthopaedic Surgery

FINDING

In the Department of Orthopaedic Surgery the median X+Y compensation for female faculty members was 27% lower than male faculty members.

ADDITIONAL ANALYSES PROVIDED BY THE DEPARTMENT

The Department of Orthopaedic Surgery reviewed the FSER dataset and conducted additional analyses by considering subspecialty, site, and wRVU data.

The department, like many other academic departments, uses salary benchmarks published by the Medical Group Management Association (MGMA) data to set salary benchmarks for subspecialties. The UCSF Funds Flow system uses the same subspecialty categories. For faculty members who are based at Parnassus or Mission Bay, the department compensates clinical activities according to the number of wRVUs generated by each faculty member; at ZSFG, clinical activities are based on the affiliation agreement with the City and County of San Francisco, which accounts for subspecialty and rank. Additional compensation is available for contributions in education, research, and leadership.

Method

The dataset was sorted based on 14 MGMA subspecialties for Orthopaedic Surgery (8 surgical specialties and 6 non-surgical specialties) and by compensation. The department considered whether faculty members were within their “guarantee period,” which refers to the guarantee of X+Y compensation during the first three years of faculty appointment. The median salary was determined and overlaid with the proportion of female faculty members within each subspecialty. Each year, the department benchmarks X+Y compensation for each subspecialty against data from the MGMA, American Medical Group Association (AMGA) and Academic Orthopaedic Consortium (AOC) and accounts for the number of years of service as well as yearly total wRVU production within each subspecialty.

Context

Surgeons versus non-surgeons

The compensation formulas and bonus amounts differ between surgeons, who represent two-thirds of the department ($n=39$, 66%), and non-surgeons ($n=20$, 34%).

Site

The compensation formulas for salary and bonus payments are based on formulas, which vary by site (Parnassus/Mission Bay versus ZSFG). For faculty members who are based at Parnassus or Mission Bay, X+Y compensation is based on specialty, rank, and funds flow wRVUs from the previous year. In addition, each faculty member at Parnassus or Mission Bay who participates in clinical work has the opportunity to earn additional (Z) compensation based on clinical productivity and quality measures (CGCAPS scores, closed encounter times, E-Value scores, and attendance at Grand Rounds).

For faculty members who are based at ZSFG, X+Y compensation is based on specialty and rank. At ZSFG, bonus payments are distributed evenly to faculty according to their subspecialty but not based on wRVU or other performance measures.

At all sites, the formula used to compute X+Y compensation and clinical incentive (bonus) payments is independent of any sociodemographic characteristic. In general, X+Y compensation is based primarily on clinical productivity and less on academic rank.

Gender

After the dataset was sorted by subspecialty and wRVU, the X+Y compensation was reviewed for faculty members in each subspecialty and there was no evidence of a gender-based imbalance in X+Y compensation. The department noted that among the eighteen female faculty members who were included in the FSER dataset, slightly more than half (n=10) have surgical roles and eight have non-surgical roles. Overall, two of the female faculty members within the surgical groups are also chiefs of service and two are co-directors and lead specific programs within the department.

As noted in the Table, the proportion of female faculty varies across clinical subspecialties, from a low of 0% (hip-knee and spine) to 100% (foot-ankle), and the median salary ranges from a low of \$170,000 (Podiatry) to \$825,000 (Spine).

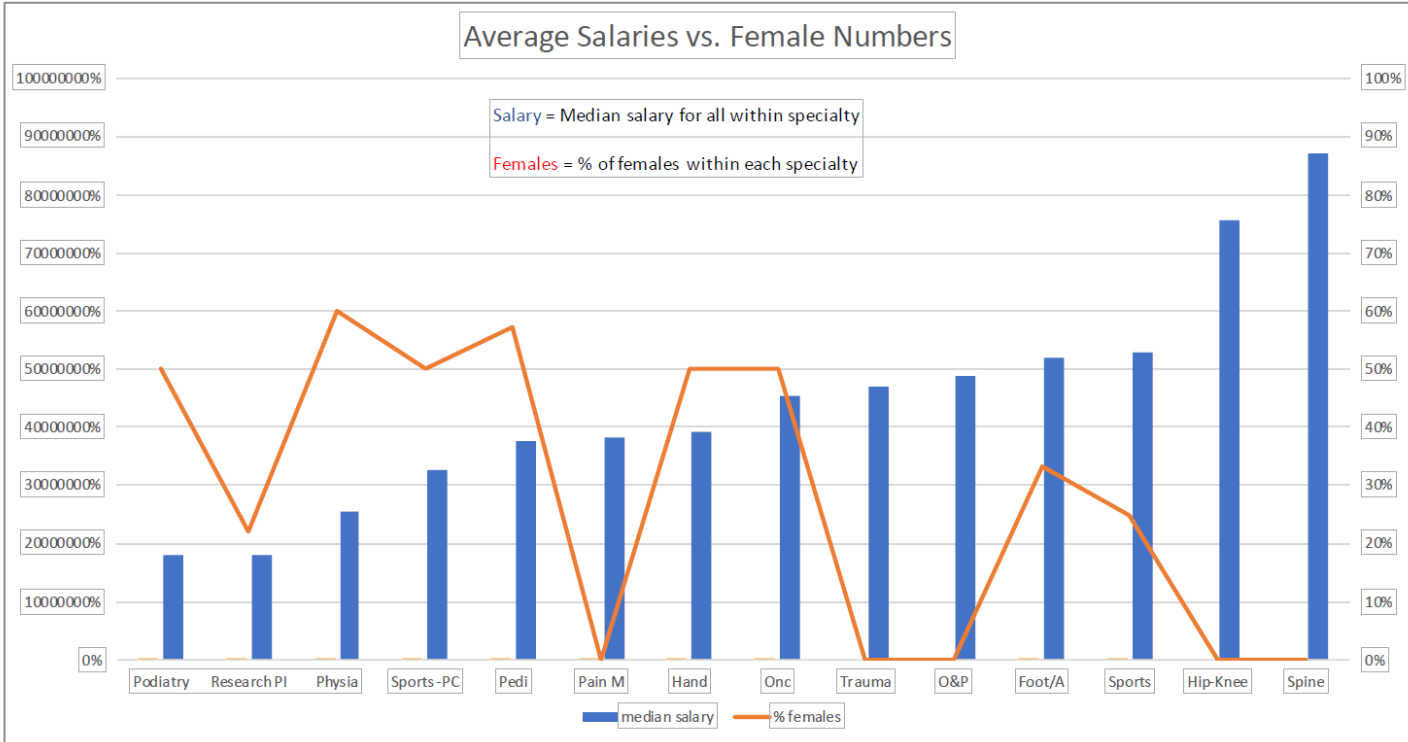
Table. Proportion of female faculty and median salary, by subspecialty.

Department of Orthopaedic Surgery

	median salary	% females	female	male
Podiatry	\$ 170,000	50%	1	1
Research PI	\$ 202,500	13%	1	7
Physia	\$ 252,500	67%	2	1
Sports -PC	\$ 326,055	50%	1	1
Pedi	\$ 412,500	50%	4	4
Pain M	\$ 250,000	67%	2	1
Hand	\$ 410,250	50%	2	2
Onc	\$ 380,000	67%	2	1
Trauma	\$ 452,500	0%	0	9
O&P	\$ 561,699	0%	0	1
Foot/A	\$ 550,000	100%	1	0
Sports	\$ 450,000	20%	1	4
Hip-Knee	\$ 675,000	0%	0	4
Spine	\$ 825,000	0%	0	5

As noted in the Figure, the proportion of female faculty members is highest among the clinical subspecialties that have the lowest compensation. For example, there are no female faculty members in the two subspecialties with the highest compensation: Hip-knee and Spine surgery.

Figure. Average salary, by clinical subspecialty and the proportion of female faculty.



OUTCOME

In the comprehensive comparisons and analyses undertaken by the department, there was no evidence of a systematic difference in X+Y compensation by gender after considering subspecialty, site, and wRVU production.

Dean’s Office Decision:

We endorse the department’s finding that there was no longer a gender-based difference in X+Y compensation after adjusting for subspecialty and wRVUs, in addition to the core variables.

No further action is required.

Pediatrics

FINDING

In the Department of Pediatrics, the median X+Y compensation for female faculty members was 10% lower than male faculty members.

ADDITIONAL ANALYSES PROVIDED BY THE DEPARTMENT

The department removed several faculty members whose salaries are set outside the department or who belong to another academic unit. Since compensation is highly associated with clinical subspecialty, the department adjusted for subspecialty by creating three subspecialty categories: high (diagnostic cardiology and interventional cardiology), medium (allergy/immunology, bone marrow transplant, critical care, endocrinology, gastroenterology, hematology-oncology, neonatology, nephrology,

pulmonary, rehabilitation, and rheumatology) and low (adolescent medicine, child development, general pediatrics, genetics, infectious diseases, and other).

After adjusting for the standard variables and clinical subspecialty, there was no longer a statistically significant gender-based difference in X+Y compensation (P=0.06).

OUTCOME

After adjusting for clinical subspecialty, there was no evidence of a gender-based difference in X+Y compensation.

Dean's Office Decision:

We accept the department's analysis and agree that there is no evidence of a gender-based imbalance in X+Y compensation with the addition of clinical subspecialty.

No further action is required.

Physical Therapy

FINDING

In the Department of Physical Therapy the median X+Y compensation for female faculty members was 13% higher than male faculty members and the median X+Y compensation for URM faculty was 15% higher than non-URM faculty.

ADDITIONAL ANALYSES PROVIDED BY THE DEPARTMENT

The department conducted supplemental analyses to address two issues: the removal of two faculty members whose salaries are set outside the department and the correction of one faculty member's salary.

In the revised analyses of X+Y compensation, there was no longer a significant gender- (P=0.15) or URM-based (P=0.12) difference.

OUTCOME

After correcting the dataset, there was no evidence of a gender- or URM-based difference in X+Y compensation.

Dean's Office Decision:

We accept the department's analysis and agree that there is no evidence of a gender- or URM-based imbalance in X+Y compensation once the dataset was corrected.

No further action is required.

Surgery

FINDING

In the Department of Surgery, the median X+Y compensation for female faculty members was 18% lower than male faculty members.

ADDITIONAL ANALYSES PROVIDED BY THE DEPARTMENT

The department conducted additional analyses and incorporated information regarding surgical subspecialty, productivity, rank, and site.

As a clinical department, clinical activities represent the single most significant source of income and are strongly associated with compensation. The primary factors that determine X+Y compensation are:

- Surgical subspecialty, compensated to be competitive with the market. Based on AAMC benchmarks for fixed/contractual salary, the median compensation for surgical subspecialties varies by as much as 25-40%, with thoracic and cardiovascular surgery, pediatric surgery and transplant surgery as the most remunerative.
- Productivity, as measured by work RVUs. Because the clinical funds flow model is largely based on wRVU volume, higher productivity supports higher compensation.
- Availability of other funding, including extramural funds and philanthropy, also affect compensation.

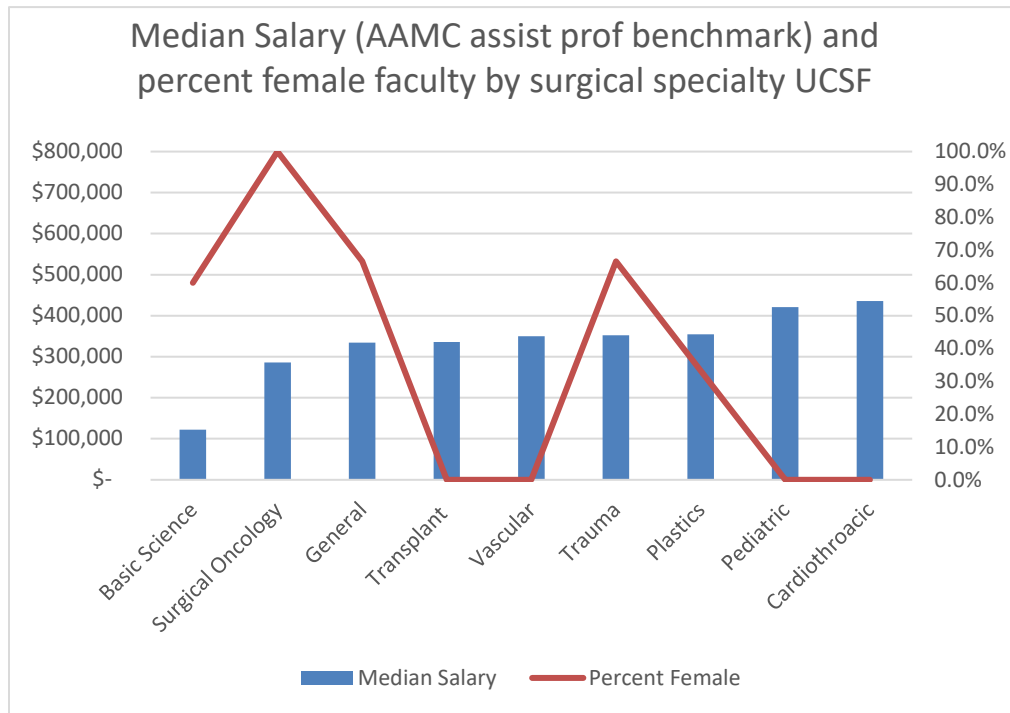
In addition, there are differences in compensation-setting practices for two specific groups:

- East Bay faculty. Funding for the clinical faculty based in the East Bay is contract-based (rather than driven by wRVU volume). Differences in X+Y compensation, as compared to other faculty, are offset by Z payments for call coverage.
- Tissue-typing lab leadership. This specialized role is held by a male faculty member who has research doctorate. While there are no published benchmarks for compensation, this person's compensation is set relative to those who hold similar roles at peer institutions.

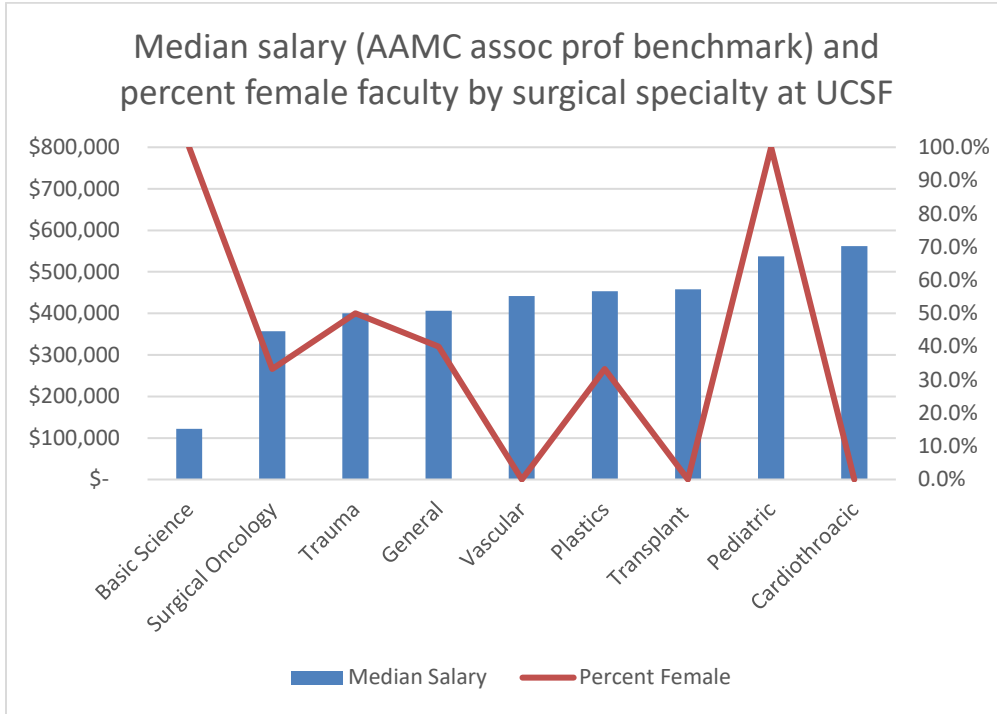
OUTCOME

The department noted that men are more highly represented in the most highly compensated subspecialties and this pattern is true across all academic ranks (Figures 1-3).

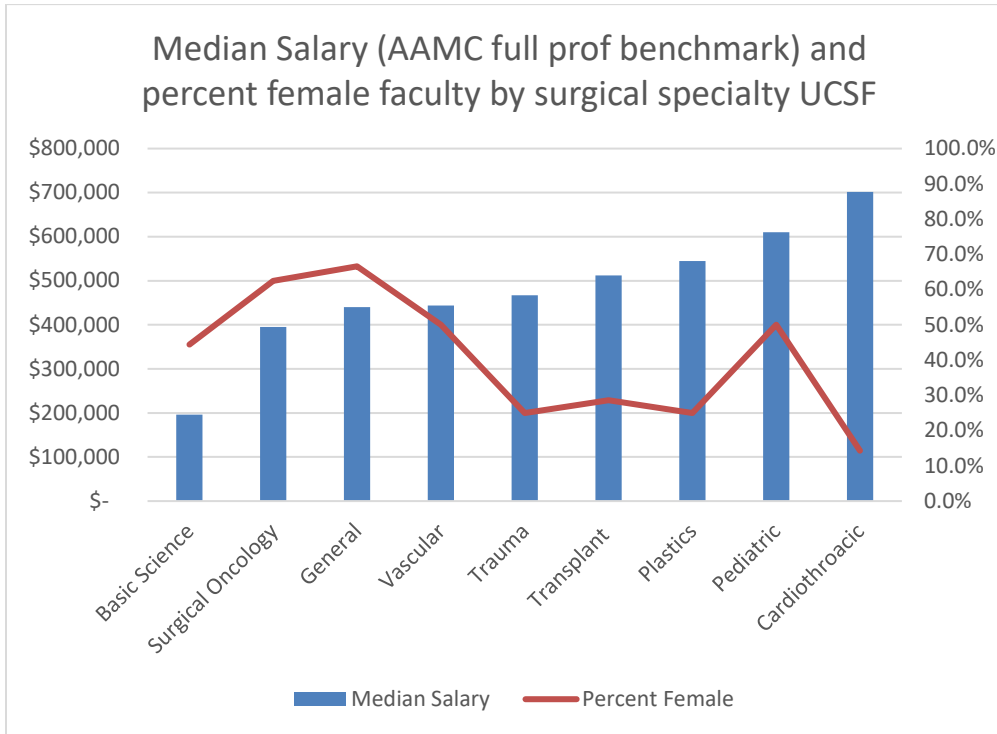
Surgery Figure 1. Median salary (AAMC assist prof benchmark), the proportion of female faculty members in the Department of Surgery at UCSF, and clinical subspecialty: **Assistant Professors**



Surgery Figure 2. Median salary (AAMC benchmark), the proportion of female faculty members in the Department of Surgery at UCSF, and clinical subspecialty: **Associate Professors**



Surgery Figure 3. Median salary (AAMC benchmark), the proportion of female faculty members in the Department of Surgery at UCSF, and clinical subspecialty: **Professors**



Appendix C: School of Medicine FY19 FSER Report

In addition to clinical subspecialty, the department's compensation model is heavily based on clinical productivity. The department reviewed X+Y compensation and wRVU volume for the clinically-active faculty who earn wRVUs and are compensated based on wRVUs (77% of all faculty). This analysis excluded 16 basic science faculty, who do not earn wRVU, and 6 East Bay faculty, who are not compensated according to wRVU.

Clinically-active faculty	wRVU	X+Y compensation
Female: male ratio	0.68	0.83

Although the department's comparison of X+Y compensation demonstrated that women's median compensation was 17% lower than men's, the wRVU analysis demonstrated that clinical productivity for women was 32% lower than for men. Thus, for clinically-active faculty members who are compensated on a wRVU model, there is no evidence of a systematic gender-based difference in X+Y compensation.

The department analyzed X+Y compensation for basic science faculty (n=16) and found no evidence of a systematic difference by gender.

Rank	X+Y compensation, female: male ratio
Assistant (3 women, 2 men)	0.90
Associate (2 women)	N/A
Professor (4 women, 5 men)	1.40

The department analyzed X+Y compensation for faculty who work in the East Bay (n=6) and found no evidence of a systematic difference by gender.

Rank	X+Y compensation, female: male ratio
Assistant (1 woman, 1 man)	0.96
Associate (1 woman, 2 men)	0.94
Professor (1 man)	N/A

Each year, the division chiefs meet with faculty members to review their clinical activity, productivity, and ensure equitable access to patient care activities such as clinic time, call schedule, and operating room time.

Dean's Office Decision:

We accept the department's analysis and agree that there is no evidence of systematic gender-based differences in X+Y compensation after considering the effects of subspecialty and clinical productivity.

No further action is required.

OUTLIER ANALYSIS

The Vice Provost's Office prepared an analysis to calculate "predicted salary" (X+Y) based on department, academic series, rank, step and doctorate type. In this analysis, "high salary outliers" were defined as individuals whose salaries were in the top 5%, defined as 140% or more than the predicted salary (1.6 standard deviations) and "low salary outliers" were in the lowest 5%, defined as 75% or less than the predicted salary (1.4 standard deviations). In the School of Medicine, 117 faculty members were identified as high salary outliers and 137 faculty members were identified as low salary outliers.

High salary outliers:

Department chairs and managers provided information about setting salary, whether the individual serves in a leadership capacity, and whether the leadership capacity had been assigned as the result of a search.

One fifth (22/117) of individuals identified as high outliers have their salary set outside the department, most commonly for department chair roles. Nearly half of high outliers (45%, 53/117) were identified as having a leadership role which contributes to compensation. Half of all high outliers have their salary set within the department but do not hold a leadership role that contributes to compensation.

For faculty members who were identified as high outliers and for whom a leadership role contributes to compensation, two-thirds were reported to have been appointed through a search process. Among the group that had been searched into the leadership role, 78% were men. For the group that had not been searched into the leadership role, women represented 35% of high outliers, compared to 22% of high outliers who had been searched into the leadership role.

Regarding URM status, there were only three URM faculty members who were in the high outlier group, which precludes detailed analysis.

Low salary outliers:

Department chairs and managers were asked to provide information about how salaries were set for the 137 faculty members identified as low salary outliers. 38% were female and 11% were URM. The primary reasons for the lower-than-predicted salaries were:

- Salaries limited by funding sources (77%) - this included faculty members with clinical doctorates who have limited or no clinical duties; it also included faculty whose salary was limited by available grant support.
- Lower market-based compensation rates (12%) – this included faculty who were in specialties where the market pay is lower than the department norm (e.g., non-procedural clinicians in surgical departments).
- The remaining cases (10%) were explained by faculty who opted for higher clinical incentives (Z) instead of higher salary (X+Y), pay not captured in this analysis (e.g., VA clinical compensation), and some issues with data accuracy.

Based on this analysis, one department identified two faculty members who had low salaries for which there was no explanation. The department made retroactive increases to the faculty members' salaries (one man, one woman, both non-URM, total amount \$24,800), effective 7/1/18.



Faculty Salary Equity Review (FSER) School of Nursing FY19 FSER Report

Period covered: July 1, 2018 – June 30, 2019 for X+Y salary and July 1, 2017-June 30, 2018 for clinical compensation (Z payments)

Author: Catherine M. Waters, RN, PhD, FAAN, Associate Dean for Academic Affairs

Highlights of adjusted analyses by Gender

Of a total of 96 faculty members with appointments greater than or equal to 75% time, 89 faculty members identified as female (92.7%) and seven faculty members identified as male (7.3%). After adjusting for series, rank, step, degree type and department, there was a lack of statistical evidence of an imbalance in X+Y salaries, Z-payments, accelerated advancements and stipends between female and male faculty members.

There was a schoolwide male preference for higher median X+Y unadjusted salaries. Although grant funding appears to account for a portion of the salary gap, annual salary negotiation also appears to be an attributing factor.

Highlights of adjusted analyses by URM status

Of a total of 96 faculty members with appointments greater than or equal to 75% time, 15 faculty members were categorized as URM (15.6%) and 81 faculty members were categorized as non-URM (84.4%). After adjusting for series, rank, step, degree type and department, there was a lack of statistical evidence of an imbalance in X+Y salaries, Z-payments, accelerated advancements and stipends between URM and non-URM faculty members.

Findings/salary adjustments made

The salary of one faculty member (a non-URM female) was below the predicted unadjusted X+Y salary model. Her salary was increased by \$4,000 so that it was in line with the salaries of faculty members in the same series, step and rank.

Summary of salary analyses for low and high outliers (e.g., justification for salary differences)

There was one low outlier salary for a non-URM, female faculty member in the HS Clinical series at the assistant rank that was attributed to low market-based compensation.

There was one high outlier salary for a URM female faculty member in the Adjunct series at the associate professor rank that was attributed to grant funding. This faculty member was not in a leadership position.

Action items for coming year from school

The following are the School of Nursing guiding principles adopted for future reviews:

- Refine guiding principles of salary setting, provide clearer examples of salary setting, and make broadly available these principles and examples to ensure transparency, accountability, accessibility and clear communication.
- Continue to implement, evaluate and modify accordingly the salary determination quality improvement process, initiated last year, to ensure salary equity upon appointment of faculty recruits.
- Continue to review and reinforce consistent implementation of the standard procedure for annual setting of X, Y and Z salary components to maximize salary equity.
- Reinforce adherence to the policy for determining stipends to ensure fair, consistent and equitable compensation among academic appointees providing administrative service and leadership.
- Review and modify guidelines to remedy salary, acceleration and Z payment imbalances when such imbalances exist.
- Ensure that appointments to leadership positions are the result of an internal or national search and that leadership positions are advertised broadly to maximize access to leadership opportunities for all faculty members.
- Continue to review and modify as needed the Diversity Initiative plan to reach the School of Nursing's goal, which is based on state and national nursing and population statistics, of 30% male or URM faculty members by 2030, with focused attention on salary equity.

**University of California, San Francisco
School of Nursing Faculty Salary Equity Review 2019 Report**

April 18, 2019

Catherine Waters
Associate Dean for Academic Affairs

Purpose

The purpose of the Faculty Salary Equity Review (FSER) analysis was to determine the presence and size of imbalance in faculty salary and accelerated advancement by gender and underrepresented minority (URM) status within the University of California, San Francisco (UCSF), School of Nursing (SON). Data for this study were from the period of July 1, 2018 to June 30, 2019 for X+Y salaries and July 1, 2017 to June 30, 2018 for clinical incentive (Z) payments.

Methodology

Analysis of the UCSF SON data followed the guidelines and analysis plan of the UCSF FSER Committee. Data for faculty members at 75% or greater time were provided by the UCSF Office of Academic Affairs and Human Resources. The SON has four departments: Community Health Systems (CHS), Family Health Care Nursing (FHCN), Physiological Nursing (PN), and Social and Behavioral Sciences (SBS)/Institute of Health and Aging (IHA). Because of the small size of the SON faculty, only a school-level analysis was conducted.

Gender was coded as female or male. Race/ethnicity was recoded as URM or non-URM. Per the UCSF campus definition, URM status was representative of faculty members who identified as Black/African American, Hispanic/Latinx, American Indian/Alaska Native, Filipinx, Hawaiian/Pacific Islander or Vietnamese. Non-URM status was representative of faculty members who identified as non-Hispanic White, Asian other than Filipino, Vietnamese or Hawaii/Pacific Islander, or declined to state.

Annual salaries (X+Y) were adjusted to full-time status by dividing by the percent effort of appointment and were log transformed to reduce the possible influence of a very few high salaries and to interpret results in terms of percent differences in median salaries. Although there were no extreme salaries in the SON data, log-transformed data were used in the SON analyses as well, in order to be comparable to the overall UCSF FSER analyses. "X" represented the base salary and "Y" represented the negotiated compensation.

Clinical incentive (Z) payment data represented the total incentive or clinical compensation received between July 1, 2017 and June 30, 2018. Z-payments were analyzed by comparing the likelihood of receiving *any* Z payment (coded as *yes* or *no*) between male and female faculty members or between URM and non-URM faculty members. The amount of the Z-payment was also noted.

Accelerated advancements were analyzed by comparing the likelihood of receiving *any* accelerated merit or promotion (coded as *yes* or *no*) between male and female faculty members or between URM and non-URM faculty members.

Stipend data represented the total administrative compensation. Stipends were analyzed by comparing the amount received between male and female faculty members or between URM and non-URM faculty members.

Analysis

The primary analyses were carried out through regression approaches. Multiple linear regression analyses were conducted to test for URM versus non-URM or female versus male imbalances in the log-transformed X+Y salary amounts. Coefficients from the regression analyses were back-transformed to obtain a ratio interpretation. The results are reported with unadjusted estimates of the relative ratio (RR) with 95% confidence intervals (CI) and adjusted relative ratios (aRR) and 95% CI. The covariates included in the adjusted models were (a) step, (b) rank (assistant, associate or professor), (c) degree type (research doctorate, clinical doctorate or other), (d) series (ladder/in-residence, clinical X/HS clinical or adjunct), and (e) department (CHS, FHCN, PN or SBS).

The presence of a Z-payment or the presence of an accelerated merit or promotion between male and female faculty members or between URM and non-URM faculty members were examined with the Chi-square test of proportions and the Fisher Exact test. Group sample sizes were too small to warrant adjusted analyses through binomial logistic regression.

Differences in mean total stipend amounts between male and female faculty members or between URM and non-URM faculty members were examined with the Independent samples *t*-test.

Statistical significance for all analyses was set at $p \leq .05$, two-tailed. Data were analyzed using the Statistical Package for Social Sciences.

Results

Following a description of the characteristics of the SON faculty, the main results are presented by gender status and URM status for X+Y salaries, Z-payments, accelerated advancements and stipends. See appendices for supplementary tables and graphs.

Only step and rank were statistically significant independent variables in the multiple linear regression analysis. As step increased, salary also increased. The salaries of assistant professors were less than the salaries of associate professors, and the salaries of associate professors were less than the salaries of full professors.

Characteristics of the School of Nursing Faculty

The SON had 96 faculty members with appointments greater than or equal to 75% time between July 1, 2018 and June 30, 2019. Eighty-nine faculty members identified as female (92.7%) and seven faculty members identified as male (7.3%). Fifteen faculty members were categorized as URM (15.6%) and 81 faculty members were categorized as non-URM (84.4%).

A greater proportion of the female faculty members were at the Full Professor rank (35.9%, $n = 32$) compared to their male counterparts (14.2%, $n = 1$). A greater proportion of the male faculty members had research doctoral degrees (85.7%, $n = 6$) compared to their female counterparts (57.3%, $n = 51$). Refer to Appendix A.

Of the 15 URM faculty members (15.6%), six identified as Latinx (6.3%), five identified as Black/African American (5.2%), three identified as Filipinx (3.1%), and one identified as American Indian/Native American (1.0%). A greater proportion of the non-URM faculty members were at the Full Professor rank (35.9%, $n = 32$) compared to their URM counterparts (6.7%, $n = 1$). The distributions of research doctorates, clinical doctorates and other degree types were relatively proportional between URM and non-URM faculty members. Refer to Appendix A.

Gender Status

X+Y Salary. Both the unadjusted and the adjusted analyses, controlling for step, rank, degree type, series and department, did not indicate the presence of a statistically significant female versus male imbalance in X+Y salaries (see Table 1). The unadjusted female-to-male RR of X+Y salary was 0.946 (95% CI: 0.772, 1.139), $p = .50$. After controlling for step, rank, degree type, series and department, the aRR of X+Y salary was 0.943 (95% CI: 0.848, 1.048). The results indicated that the adjusted X+Y salaries of the female faculty were 94.3% (or 5.7% less) that of the adjusted X+Y salaries of the male faculty, but the difference was not statistically significant ($p = .27$).

Table 1. *Female to Male X+Y Salary Ratio*

	Ratio	95% Confidence Interval
Unadjusted	0.946	(0.772, 1.139)
Adjusted	0.943	(0.848, 1.048)

There are two graphs in Appendix B. The first graph is a representation of the female-to-male wage gap for adjusted X+Y salary, indicating female faculty members made 94 cents for every dollar that male faculty members made. The second graph is a representation of the female-to-male wage gap for adjusted X+Y salary over time, from 2014 to 2019.

The unadjusted median X+Y salary was \$135,627 for the female faculty and \$164,850 for the male faculty. See Appendix C for the summary descriptive statistics of unadjusted median X+Y salaries and salary ratios by gender in rank, degree type, series and department.

The small percentage of male faculty members (7.3%, $n = 7$) does not provide sufficient power to detect a statistically significant difference in salaries between male and female faculty members unless the effect is large. Thus, a matched-pairs analysis by gender status was conducted to determine differences in unadjusted X+Y salaries between the seven male faculty members and counterpart female faculty members, matched on series, rank and step. Of the seven cases, four cases were exact matches (57.1%) and three cases were close matches (42.9%). The matched-pairs analyses indicated that every male faculty member, with one exception, earned a higher unadjusted X+Y salary, due primarily to the Y-component, compared to his female counterpart (see graph in Appendix D). The higher male unadjusted X+Y salary differences ranged from \$4,328 to \$60,059 ($Md = \$13,649$). In the one exception, the unadjusted X+Y salary of the matched female faculty member was \$1,060 higher than the male faculty member.

Z Payment. None of the seven male faculty members (0.0%) received a Z-payment. Six of the 89 female faculty members (6.7%) received a Z-payment ($Md = \$7,242$). The difference in the proportions of Z-payments between male and female faculty members was not statistically significant (two-tailed Fisher Exact $p = 1.000$). The lack of any males having a Z-payment made the calculation of an odds ratio and using binomial logistic regression to get an adjusted ratio statistically inappropriate. See Appendix E for

the summary descriptive statistics of (a) unadjusted presence of Z (proportions) and ratios, and (b) unadjusted median Z-payments and ratios by gender in rank, degree type, series and department.

Accelerated Advancement. None of the seven male faculty members (0.0%) had an accelerated merit or promotion. Four of the 89 female faculty members (4.5%) had an accelerated merit or promotion. The difference in the proportions of accelerated advancements between male and female faculty members was not statistically significant (two-tailed Fisher Exact $p = 1.00$). The lack of any males having an accelerated merit or promotion made the calculation of an odds ratio and using binomial logistic regression to get an adjusted ratio statistically inappropriate. See Appendix F for the summary descriptive statistics of unadjusted presence of acceleration (proportions) by gender in rank, degree type, series and department.

Stipend. One male faculty member and 22 female faculty members received stipends that ranged in amounts from \$1,000.00 to \$40,622.43. The unadjusted stipend amount was \$18,470.04 for the one male faculty member. The mean unadjusted stipend amount was \$13,374.65 ($SD = 10631.88$) for the 22 female faculty members. The gender difference in the mean unadjusted stipend amounts was not statistically significant ($t(21) = .469, p = .64$).

Underrepresented Minority Status

X+Y Salary. Both the unadjusted and the adjusted analyses, controlling for step, rank, degree type, series and department, did not indicate the presence of a statistically significant URM versus non-URM imbalance in X+Y salaries (see Table 2). The unadjusted URM to non-URM RR of X+Y salary was 0.952 (95% CI: 0.829, 1.093), $p = .48$. After controlling for step, rank, degree type, series and department, the aRR of X+Y salary was 1.019 (95% CI: 0.942, 1.101). The results indicated that the X+Y salaries of the URM faculty were 101.9% (or 1.9% more) that of the salaries of the non-URM faculty, but the difference was not statistically significant ($p = .64$).

Table 2. URM to Non-URM X+Y Salary Ratio

	Ratio	95% Confidence Interval
Unadjusted	0.952	(0.829, 1.093)
Adjusted	1.019	(0.942, 1.101)

There are two graphs in Appendix G. The first graph is a representation of the URM-to-non-URM wage gap for adjusted X+Y salary, indicating that URM faculty members made \$1.02 for every dollar that non-URM faculty members made. The second graph is a representation of the URM-to-non-URM wage gap for adjusted X+Y salary over time, from 2014 to 2019.

The unadjusted median X+Y salary was \$135,550 for the URM faculty and \$139,100 for the non-URM faculty. See Appendix H for the summary descriptive statistics of unadjusted median X+Y salaries and salary ratios by URM status in rank, degree type, series and department.

The small percentage of URM faculty members (15.6%, $n = 15$) does not provide sufficient power to detect a statistically significant difference in salaries between URM and non-URM faculty members unless the effect is large. Thus, a matched-pairs analysis by URM status was conducted to determine differences in unadjusted X+Y salaries between the 15 URM faculty members and counterpart non-URM faculty members, matched on series, rank and step. Of the 15 cases, 12 cases were exact matches (80.0%) and three were close matches (20.0%). The matched-pairs analyses indicated in a majority of the

cases (60.0%, $n = 9$), non-URM faculty members earned a higher unadjusted X+Y salary, due primarily to the Y-component, compared to their URM counterparts (see graph in Appendix I). The higher non-URM unadjusted salary differences ranged from \$15.00 to \$60,059 ($Md = \$8,291$). The higher URM unadjusted salary differences ranged from \$1,106 to \$58,068 ($Md = \$11,125$).

Z Payment. One of the 15 URM faculty members (6.7%) received a Z-payment (\$3,758). Five of the 81 non-URM faculty members (6.2%) received a Z-payment ($Md = \$7,800$). The difference in the proportions of Z-payments between URM and non-URM faculty members was not statistically significant (two-tailed Fisher Exact $p = 1.000$). That only one of the non-URM faculty member had a Z-payment made the calculation of an odds ratio and using binomial logistic regression to get an adjusted odds ratio statistically inappropriate. See Appendix J for the summary descriptive statistics of (a) unadjusted presence of Z (proportions) and ratios, and (b) unadjusted median Z-payments and ratios by URM status in rank, degree type, series and department.

Accelerated Advancement. None of the 15 URM faculty members (0.0%) had an accelerated merit or promotion. Four of the 81 non-URM faculty members (4.9%) had an accelerated merit or promotion. The difference in the proportions of accelerated advancements between URM and non-URM faculty members was not statistically significant (two-tailed Fisher Exact $p = 1.00$). The lack of any URM faculty members having an accelerated merit or promotion made the calculation of an odds ratio and using binomial logistic regression to obtain an adjusted ratio statistically inappropriate. See Appendix K for the summary descriptive statistics of unadjusted presence of acceleration (proportions) by URM status in rank, degree type, series and department.

Stipend. Three URM faculty members and 20 non-URM female faculty members received stipends. The mean unadjusted stipend amount was \$17,838.58 ($SD = 7497.12$) for the URM faculty members and \$12,959.83 ($SD = 10819.33$) for the 20 non-URM faculty members. The difference in the mean unadjusted stipend amounts between URM and non-URM faculty members was not statistically significant ($t(21) = -.747, p = .46$).

Faculty Salaries Above and Below the Statistical Model's Predicted Amount

Results of the campus residual outlier analyses indicated one faculty member's X+Y salary was above the predicted X+Y salary model (standardized residual was greater than 1.5) and one faculty member's X+Y salary was below the predicted X+Y salary model (standardized residual was less than 1.5). The faculty member with a higher than expected salary was a URM female who was not in a leadership position. The faculty member with a lower than expected salary was a non-URM female.

Limitations

A limitation of this analysis was that the relatively small total sample size of the SON faculty ($n = 96$) and the small percentage of males (7.3%, $n = 7$) or URM (15.6%, $n = 15$) does not provide much power to detect statistically significant ($p < .05$) differences between male and female faculty members or between URM and non-URM faculty members unless the effects were relatively large.

Summary and Conclusions

After adjusting for series, rank, step, degree type and department, there was a lack of statistical evidence of an imbalance in X+Y salaries, Z-payments, accelerated advancements and stipends between female and male faculty members or between URM and non-URM faculty members.

Despite the lack of statistical significance in adjusted X+Y salaries between male and female faculty members, matched-pairs analyses indicated unadjusted X+Y salaries were higher for a majority of male faculty members than their female counterparts in a similar series, rank and step. After a widening gap in salaries from 2014 to 2018, the linear trend in the adjusted salary gap between male and female faculty members narrowed slightly in 2019. Although research grants appear to account for some of this unadjusted salary gap by gender status, it appears that a majority of the unadjusted salary gap between male and female faculty members might be attributed to annual salary negotiations.

Adjusted X+Y salary analysis appears to align with the unadjusted X+Y salary matched-pairs analysis between URM and non-URM faculty members. Although the matched pairs analysis indicated unadjusted X+Y salaries were slightly lower for a majority of URM faculty members than their non-URM counterparts in a similar series, rank and step; the linear trend, however, in the adjusted salary gap between URM and non-URM faculty members from 2014 to 2019 continues to narrow, is essentially non-existent and is trending positively toward URM faculty members. We believe this positive trend in salary equity for URM faculty members might be attributable to the SON *Diversity Initiative* plan that was implemented in 2016.

The salary of the one faculty member (a non-URM female) whose salary was below the predicted unadjusted X+Y salary model was increased by \$4,000 so that it was in line with the salaries of faculty members in the same series, step and rank.

Action Plan

- Refine guiding principles of salary setting, provide clearer examples of salary setting, and make broadly available these principles and examples to ensure transparency, accountability, accessibility and clear communication.
- Continue to implement, evaluate and modify accordingly the salary determination quality improvement process, initiated last year, to ensure salary equity upon appointment of faculty recruits.
- Continue to review and reinforce consistent implementation of the standard procedure for annual setting of X, Y and Z salary components to maximize salary equity.
- Reinforce adherence to the policy for determining stipends to ensure fair, consistent and equitable compensation among academic appointees providing administrative service and leadership.
- Review and modify guidelines to remedy salary, acceleration and Z payment imbalances when such imbalances exist.
- Ensure that appointments to leadership positions are the result of an internal or national search and that leadership positions are advertised broadly to maximize access to leadership opportunities for all faculty members.
- Continue to review and modify as needed the *Diversity Initiative* plan to reach the SON's goal, which is based on state and national nursing and population statistics, of 30% male or URM faculty members by 2030, with focused attention on salary equity.

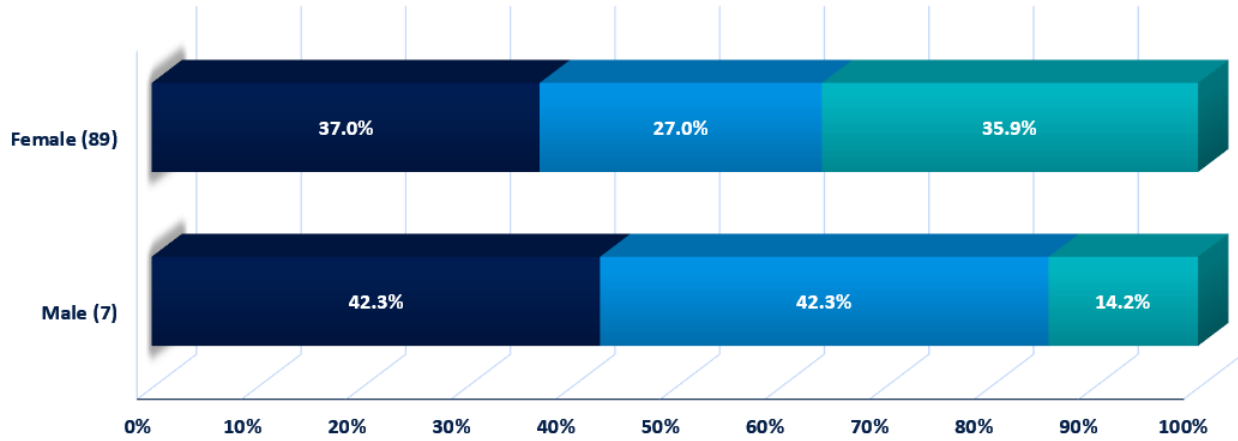
Acknowledgments

The UCSF SON Office of Academic Affairs is grateful to Dr. Steven Paul who replicated the campus-level methodology for the school-level analysis and to the SON Dean's Council who commented on this report and contributed to the action plan. The SON Dean's Council includes the Dean, Associate Deans, Department Chairs and Faculty Council Chair.

Appendix A

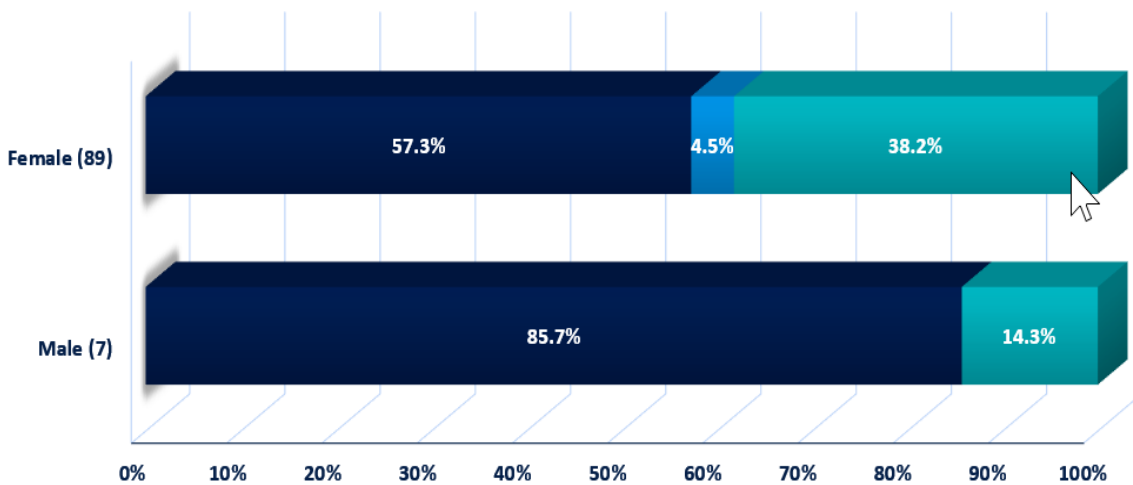
Characteristics of the UCSF School of Nursing Faculty (July 1, 2018 to June 30, 2019)

Number & Percent of UCSF School of Nursing Faculty (≥75% Time)
in Rank by Gender as of September 1, 2018 (n = 96)



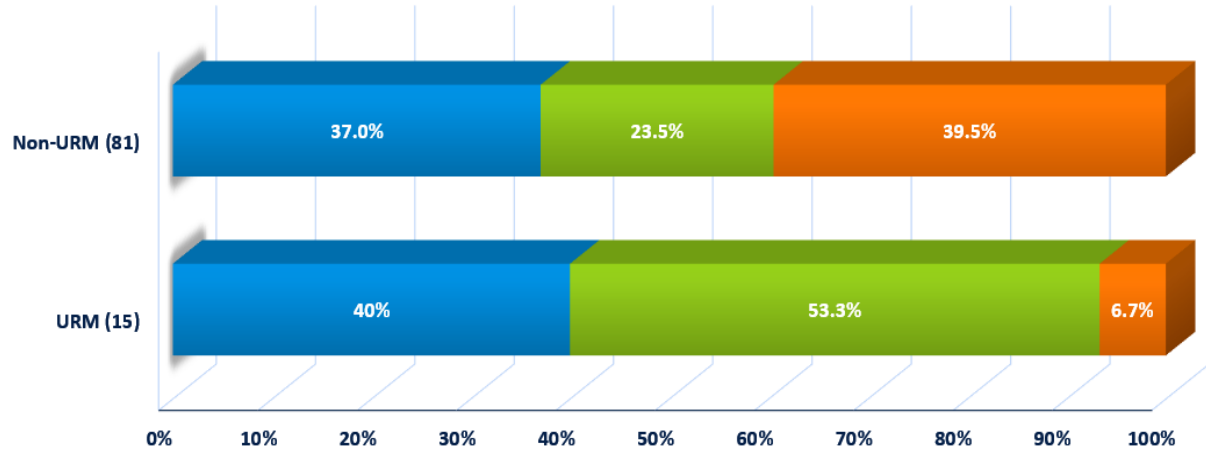
	Male (7)	Female (89)
Assistant	3	33
Associate	3	24
Full	1	32

Number & Percent of UCSF School of Nursing Faculty (≥75% Time)
in Type of Degree by Gender as of September 1, 2018 (n = 96)



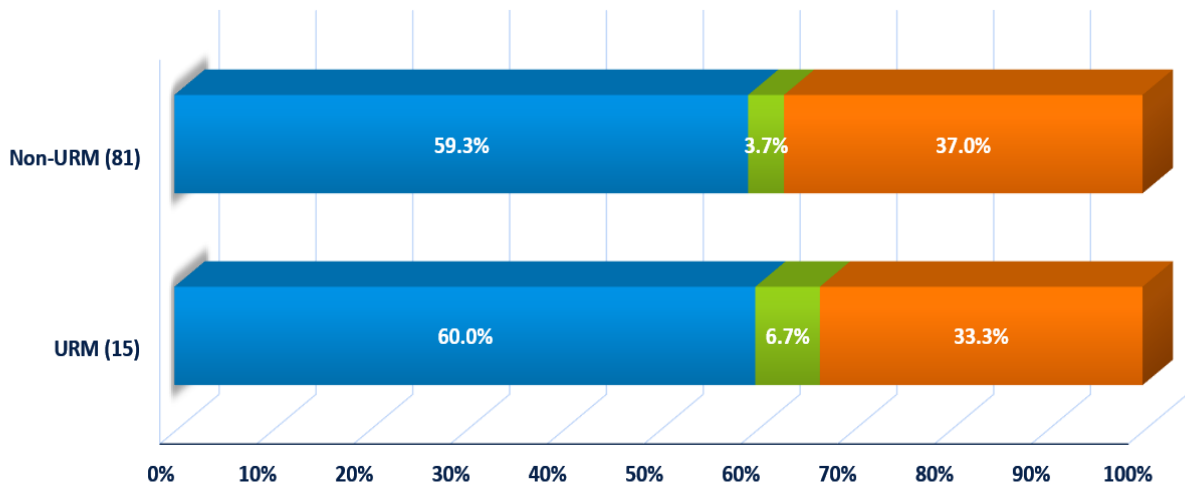
	Male (7)	Female (89)
Research Doctorate	6	51
Clinical Doctorate	0	4
Other	1	34

**Number & Percent of UCSF School of Nursing Faculty (≥75% Time)
in Rank by Underrepresented Minority (URM) Status as of September 1, 2018 (n = 96)**



	URM (15)	Non-URM (81)
Assistant	6	30
Associate	8	19
Full	1	32

**Number & Percent of UCSF School of Nursing Faculty (≥75% Time)
in Type of Degree by Underrepresented Minority (URM) Status as of September 1, 2018 (n = 96)**



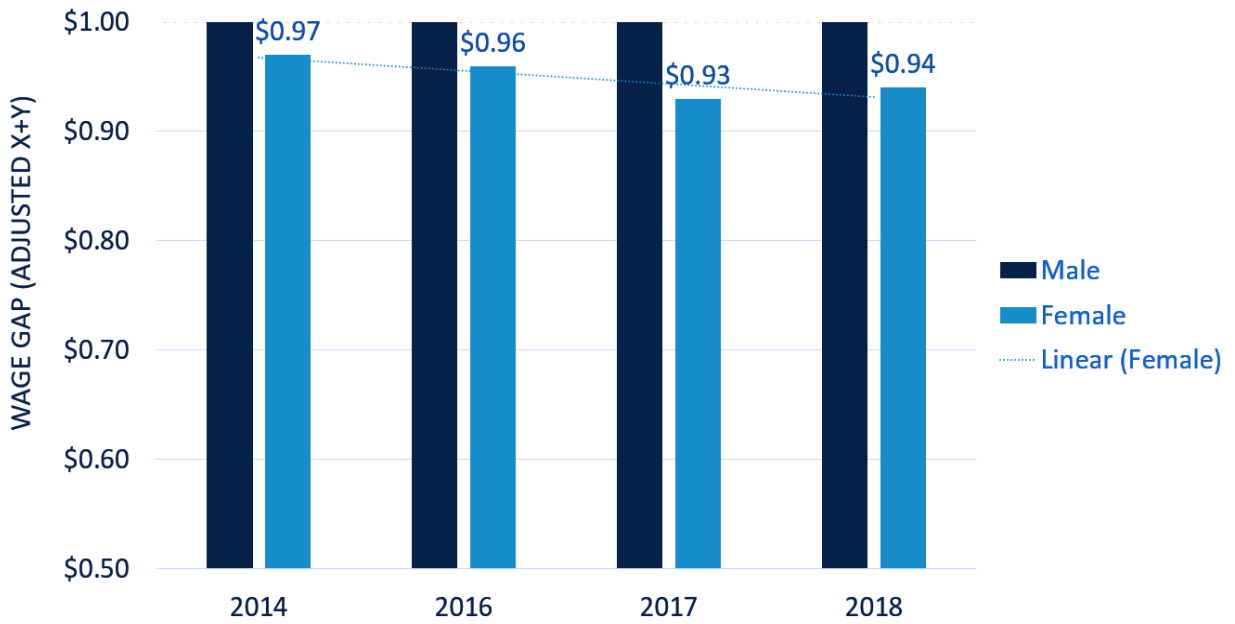
	URM (15)	Non-URM (81)
Research Doctorate	9	48
Clinical Doctorate	1	3
Other	5	30

Appendix B

Female-to-Male Wage Gap for Adjusted X+Y Salary

Female to Male Wage Gap for Adjusted X+Y Salary

Female to Male Wage Gap for Adjusted X+Y Salary Across Years



Appendix C

Summary Descriptive Statistics for Unadjusted Median X+Y Salary and Ratio in Rank, Degree Type, Series and Department between Male and Female Faculty Members (n = 96)

Indicator	Female (n = 89)		Male (n = 7)		Female-to-Male Ratio
	n	Median X+Y Salary	n	Median X+Y Salary	
Rank					
Assistant	33	\$119,400	3	\$116,596	1.02
Associate	24	\$130,700	3	\$166,928	0.78
Full	32	\$172,100	1	\$168,688	1.02
Degree					
Research doctorate	51	\$142,100	6	\$152,214	0.93
Clinical doctorate	4	\$165,610	0	NA	NA
Other	34	\$131,900	1	\$164,850	0.80
Series					
Adjunct	13	\$124,800	1	\$168,688	0.74
Clinical X/HS Clinical	41	\$133,000	1	\$164,850	0.81
In-Residence/Ladder	35	\$151,500	5	\$137,500	1.10
Department					
Community Health	31	\$133,000	2	\$151,175	0.88
Systems	18	\$129,601	0	NA	NA
Family Health Care Nursing	15	\$159,000	2	\$170,938	0.93
Physiological Nursing	15	\$150,491	3	\$166,928	0.90
SBS/IHA					

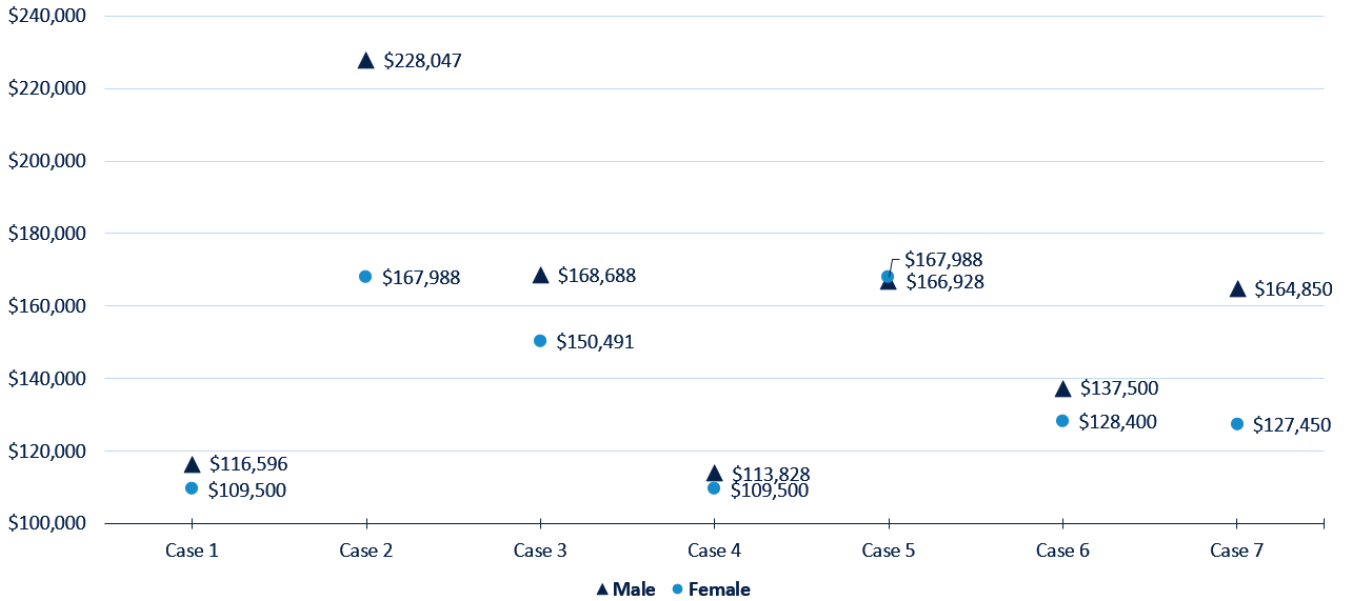
Note. IHA = Institute of Health and Aging. NA = Not applicable. SBS/IHA = Social and Behavioral Sciences.

Appendix D

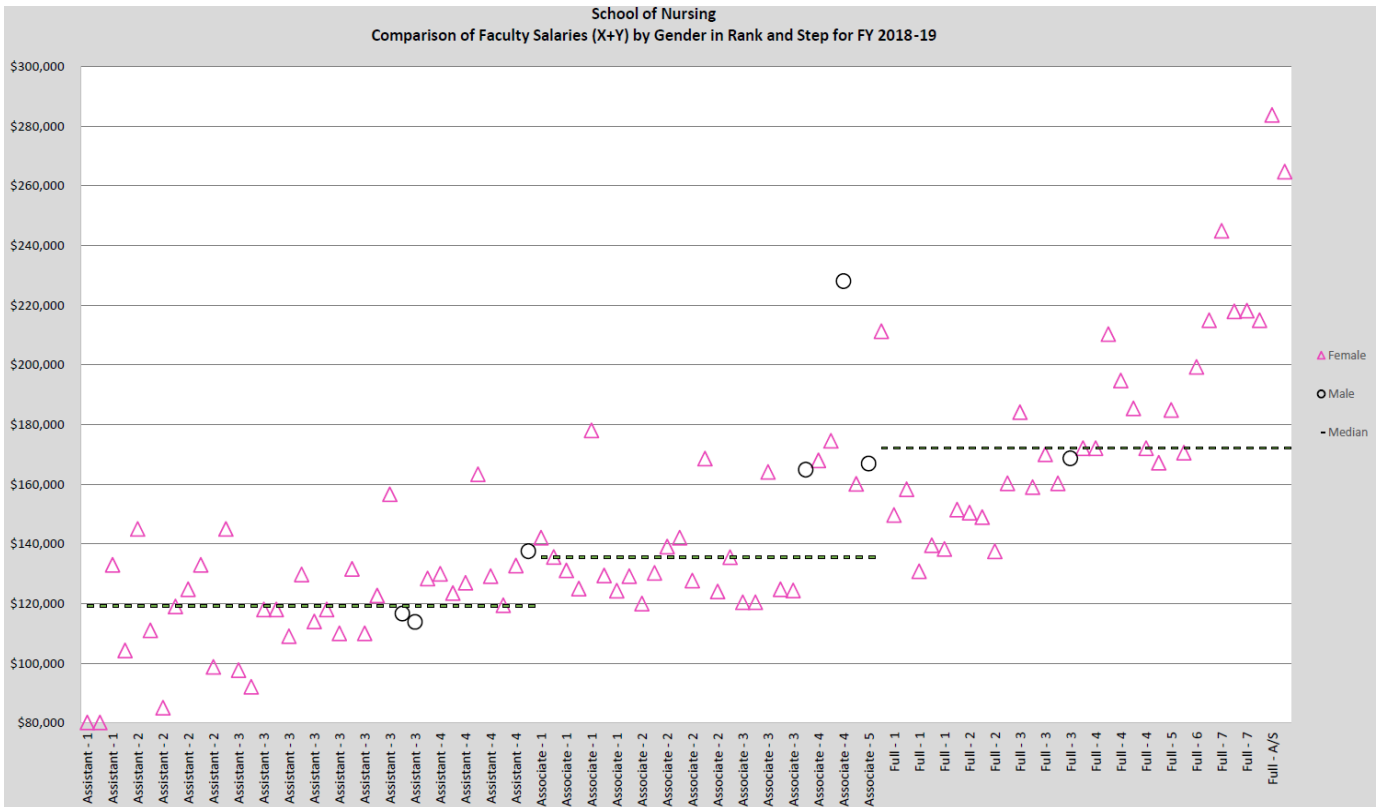
Matched Pairs Analysis by Gender in Unadjusted X+Y Salary

UCSF School of Nursing Faculty (≥75% Time) as of September 1, 2018

Matched Pairs Analysis by Gender in Unadjusted X+Y Salary Matched on Series, Rank and Step



Comparison of Faculty Unadjusted X+Y Salaries by Gender in Rank and Step



Appendix E

Summary Descriptive Statistics for Unadjusted Presence of Z (Proportion) and Ratio in Rank, Degree Type, Series and Department between Male and Female Faculty Members (n = 96)

Indicator	Female (n = 89)		Male (n = 7)		Female-to-Male Ratio
	n	Presence of Z	n	Presence of Z	
Rank					
Assistant	33	3.0%	3	0.0%	NA
Associate	24	20.8%	3	0.0%	NA
Full	32	0.0%	1	0.0%	NA
Degree					
Research doctorate	51	2.0%	6	0.0%	NA
Clinical doctorate	4	0.0%	0	0.0%	NA
Other	34	14.7%	1	0.0%	NA
Series					
Adjunct	13	0.0%	1	0.0%	NA
Clinical X/HS Clinical	41	12.2%	1	0.0%	NA
In-Residence/Ladder	35	2.9%	5	0.0%	NA
Department					
Community Health	31	6.5%	2	0.0%	NA
Systems	18	14.3%	0	0.0%	NA
Family Health Care Nursing	15	0.0%	2	0.0%	NA
Physiological Nursing	15	0.0%	3	0.0%	NA
SBS/IHA					

Note. IHA = Institute of Health and Aging. NA = Not applicable. SBS/IHA = Social and Behavioral Sciences.

Indicator	Female (n = 89)		Male (n = 7)		Female-to-Male Ratio
	n	Median Z-Payment	n	Median Z-Payment	
Rank					
Assistant	1	\$3,758	0	NA	NA
Associate	5	\$7,800	0	NA	NA
Full	0	NA	0	NA	NA
Degree					
Research doctorate	1	\$3,758	0	NA	NA
Clinical doctorate	0	NA	0	NA	NA
Other	5	\$7,800	0	NA	NA
Series					
Adjunct	0	NA	0	NA	NA
Clinical X/HS Clinical	5	\$7,800	0	NA	NA
In-Residence/Ladder	1	\$3,758	0	NA	NA
Department					
Community Health Systems	2	\$11,323	0	NA	NA
Family Health Care Nursing	4	\$6,275	0	NA	NA
Physiological Nursing	0	NA	0	NA	NA
SBS/IHA	0	NA	0	NA	NA

Note. IHA = Institute of Health and Aging. NA = Not applicable. SBS/IHA = Social and Behavioral Sciences.

Appendix F

Summary Descriptive Statistics for Unadjusted Presence of Acceleration (Proportion) and Ratio in Rank, Degree Type, Series and Department between Male and Female Faculty Members (n = 96)

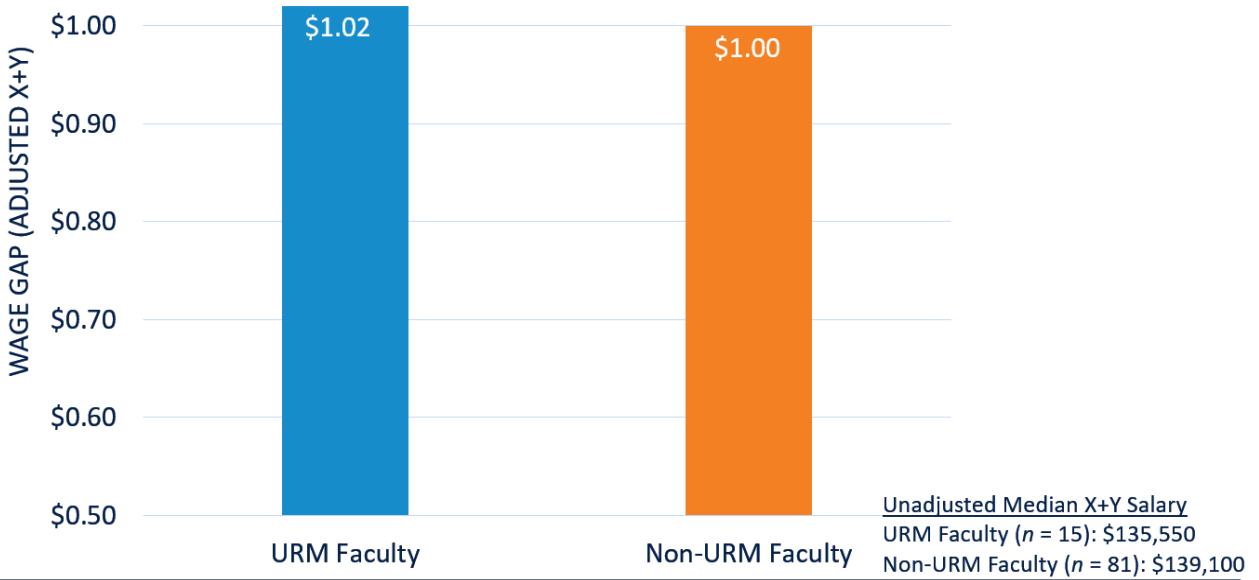
Indicator	Female (n = 89)		Male (n = 7)		Female-to-Male Ratio
	n	Presence of Acceleration	n	Presence of Acceleration	
Rank					
Assistant	33	0.0%	3	0.0%	NA
Associate	24	0.0%	3	0.0%	NA
Full	32	12.5%	1	0.0%	NA
Degree					
Research doctorate	51	7.8%	6	0.0%	NA
Clinical doctorate	4	0.0%	0	0.0%	NA
Other	34	0.0%	1	0.0%	NA
Series					
Adjunct	13	0.0%	1	0.0%	NA
Clinical X/HS Clinical	41	4.9%	1	0.0%	NA
In-Residence/Ladder	35	5.7%	5	0.0%	NA
Department					
Community Health	31	3.2%	2	0.0%	NA
Systems	18	0.0%	0	0.0%	NA
Family Health Care Nursing	15	13.3%	2	0.0%	NA
Physiological Nursing	15	6.7%	3	0.0%	NA
SBS/IHA					

Note. IHA = Institute of Health and Aging. NA = Not applicable. SBS/IHA = Social and Behavioral Sciences.

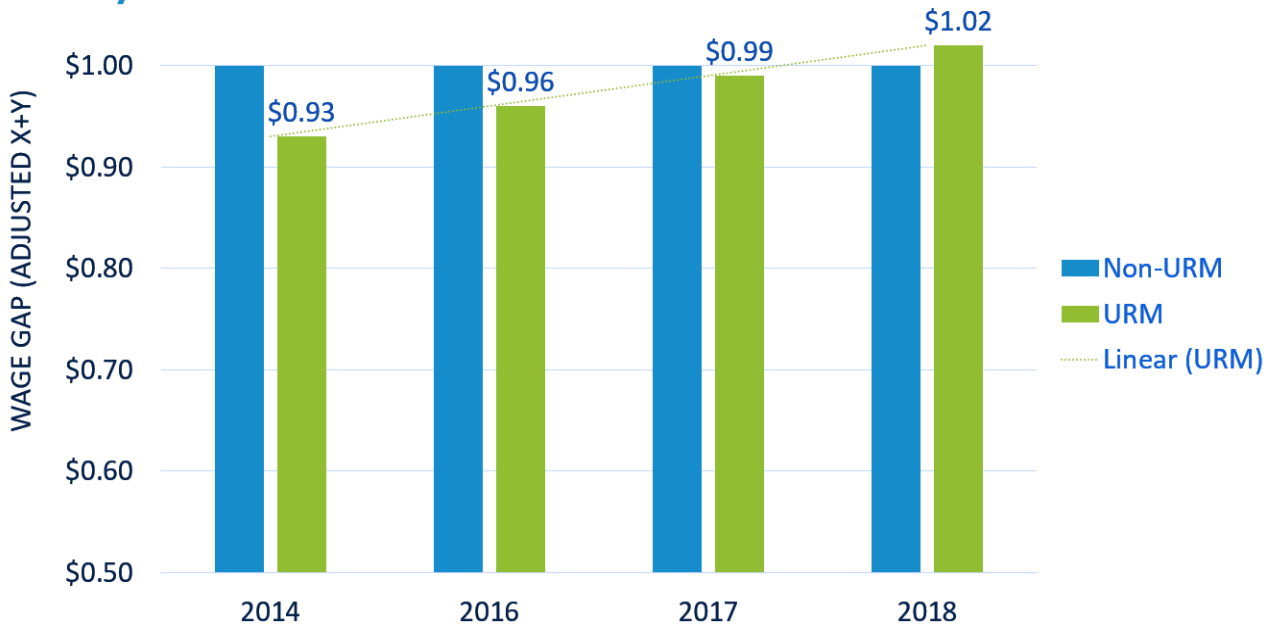
Appendix G

URM-to-Non-URM for Adjusted X+Y Salary

Underrepresented Minority (URM) to non-URM Wage Gap for Adjusted X+Y Salary



Underrepresented Minority (URM) to non-URM Wage Gap for Adjusted X+Y Salary across Years



Appendix H

Summary Descriptive Statistics for Unadjusted Median X+Y Salary and Ratio in Rank, Degree Type, Series and Department between URM and Non-URM Faculty Members (n = 96)

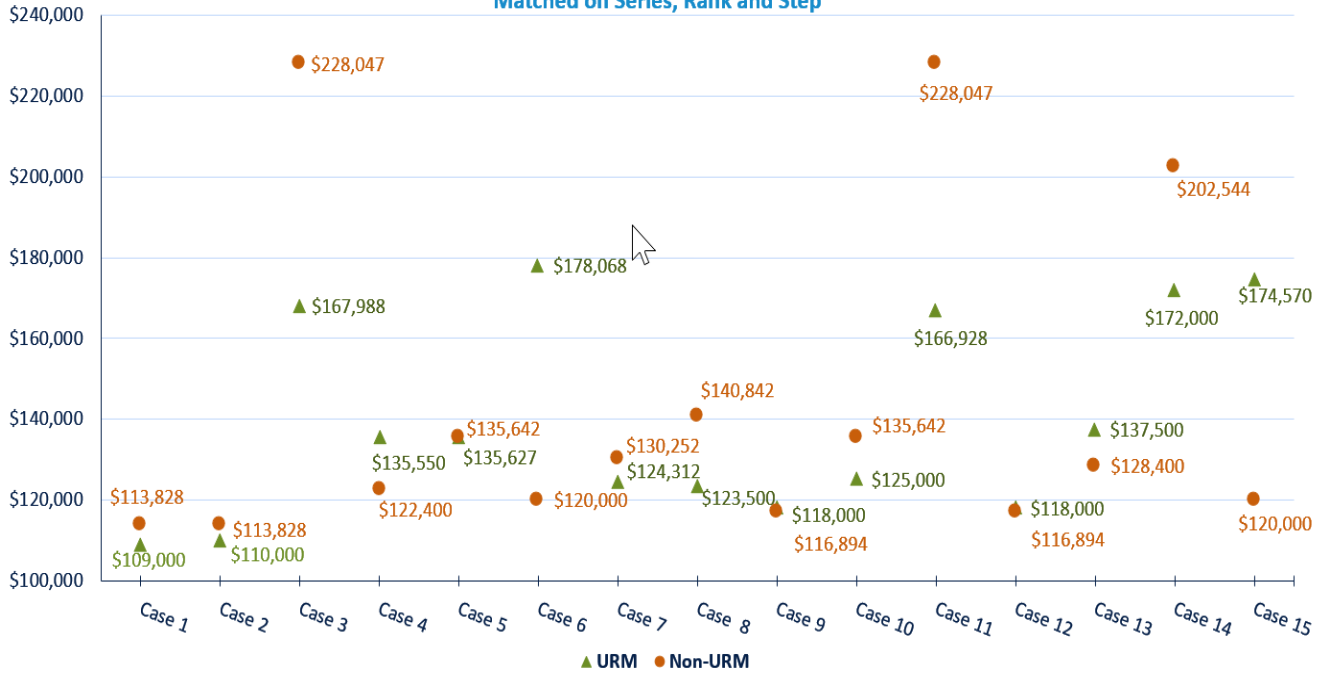
Indicator	URM (n = 15)		Non-URM (n = 81)		URM-to-Non-URM Ratio
	n	Median X+Y Salary	n	Median X+Y Salary	
Rank					
Assistant	6	\$118,000	30	\$121,041	0.98
Associate	8	\$151,278	19	\$130,300	1.16
Full	1	\$172,100	32	\$171,350	1.00
Degree					
Research doctorate	9	\$137,500	48	\$145,550	0.95
Clinical doctorate	1	\$174,570	3	\$156,649	1.11
Other	5	\$125,000	30	\$133,000	0.94
Series					
Adjunct	2	\$176,319	12	\$122,400	1.44
Clinical X/HS Clinical	5	\$125,000	37	\$138,300	0.90
In-Residence/Ladder	8	\$130,906	32	\$157,432	0.83
Department					
Community Health	3	\$137,500	30	\$132,300	1.04
Systems	6	\$118,000	22	\$137,900	0.86
Family Health Care Nursing	2	\$129,931	15	\$160,300	0.81
Physiological Nursing	4	\$171,279	14	\$136,144	1.26s
SBS/IHA					

Note. IHA = Institute of Health and Aging. NA = Not applicable. SBS/IHA = Social and Behavioral Sciences. URM = Underrepresented minority.

Appendix I

Matched Pairs Analysis by Underrepresented Minority Status in Unadjusted X+Y Salary

UCSF School of Nursing Faculty (≥75% Time) as of September 1, 2018
 Matched Pairs Analysis by Underrepresented Minority (URM) in Unadjusted X+Y Salary
 Matched on Series, Rank and Step



Appendix J

Summary Descriptive Statistics for Unadjusted Presence of Z (Proportion) and Ratio in Rank, Degree Type, Series and Department between URM and Non-URM Faculty Members (n = 96)

Indicator	URM (n = 15)		Non-URM (n = 81)		URM-to-Non-URM Ratio
	n	Presence of Z	n	Presence of Z	
Rank					
Assistant	6	16.7%	30	0.0%	NA
Associate	8	0.0%	19	26.3%	NA
Full	1	0.0%	32	0.0%	NA
Degree					
Research doctorate	9	11.1%	48	0.0%	NA
Clinical doctorate	1	0.0%	3	0.0%	NA
Other	5	0.0%	30	16.7%	NA
Series					
Adjunct	2	0.0%	12	0.0%	NA
Clinical X/HS Clinical	5	0.0%	37	13.5%	NA
In-Residence/Ladder	8	12.5%	32	0.0%	NA
Department					
Community Health	3	0.0%	30	6.7%	NA
Systems	6	16.7%	22	13.6%	1.23
Family Health Care Nursing	2	0.0%	15	0.0%	NA
Physiological Nursing	4	0.0%	14	0.0%	NA
SBS/IHA					

Indicator	URM (n = 15)		Non-URM (n = 81)		URM-to-Non-URM Ratio
	n	Median Z-Payment	n	Median Z-Payment	
Rank					
Assistant	1	\$3,758	0	NA	NA
Associate	0	NA	5	\$7,800	NA
Full	0	NA	0	NA	NA
Degree					
Research doctorate	1	\$3,758	0	NA	NA
Clinical doctorate	0	NA	0	NA	NA
Other	0	NA	5	\$7,800	NA
Series					
Adjunct	0	NA	0	NA	NA
Clinical X/HS Clinical	0	NA	5	\$7,800	NA
In-Residence/Ladder	1	\$3,758	0	NA	NA
Department					
Community Health Systems	0	NA	2	\$11,323	NA
Family Health Care Nursing	1	\$3,758	3	\$6,683	0.56
Physiological Nursing	0	NA	0	NA	NA
SBS/IHA	0	NA	0	NA	NA

Note. IHA = Institute of Health and Aging. NA = Not applicable. SBS/IHA = Social and Behavioral Sciences. URM = Underrepresented minority.

Appendix K

Summary Descriptive Statistics for Unadjusted Presence of Acceleration (Proportion) and Ratio in Rank, Degree Type, Series and Department between URM and Non-URM Faculty Members ($n = 96$)

Indicator	URM ($n = 15$)		Non-URM ($n = 81$)		URM-to-Non-URM Ratio
	n	Presence of Acceleration	n	Presence of Acceleration	
Rank					
Assistant	33	0.0%	3	0.0%	NA
Associate	24	0.0%	3	0.0%	NA
Full	32	12.5%	1	0.0%	NA
Degree					
Research doctorate	51	7.8%	6	0.0%	NA
Clinical doctorate	4	0.0%	0	0.0%	NA
Other	34	0.0%	1	0.0%	NA
Series					
Adjunct	13	0.0%	1	0.0%	NA
Clinical X/HS Clinical	41	4.9%	1	0.0%	NA
In-Residence/Ladder	35	5.7%	5	0.0%	NA
Department					
Community Health	31	3.2%	2	0.0%	NA
Systems	18	0.0%	0	0.0%	NA
Family Health Care Nursing	15	13.3%	2	0.0%	NA
Physiological Nursing	15	6.7%	3	0.0%	NA
SBS/IHA					

Note. IHA = Institute of Health and Aging. NA = Not applicable. SBS/IHA = Social and Behavioral Sciences. URM = Underrepresented Minority.



Faculty Salary Equity Review (FSER) School of Pharmacy FY19 FSER Report

Period covered: July 1, 2018 – June 30, 2019 for X+Y salary and July 1, 2017-June 30, 2018 for clinical compensation (Z payments)

Author: Thomas E. Kearney, PharmD, DABAT, FAACT

Highlights of adjusted analyses by Gender

There were no statistically significant differences in X + Y pay between female and male faculty. All gender imbalances (female- and male- preferences) at the Department-level were explained by non-discriminatory legitimate business practices based on a matched-pair analysis and explanatory response from the Department.

There was a school-wide male preference for Median X + Y unadjusted salaries, but a female preference in 2 of 3 Departments. The school-wide male preference was primarily attributed to the proportion of senior male faculty at the Full Professor and Above Scale ranks and their X salary component.

Highlights of adjusted analyses by URM status

There were no statistically significant differences in X + Y pay between URM and non-URM faculty. All URM imbalances at the Department-level were explained by non-discriminatory legitimate business practices based on a matched-pair analysis and explanatory response from the Department.

Findings/salary adjustments made

No salary adjustments were warranted or of concern.

The salary trajectories varied between clinical and research faculty. Clinical faculty had higher Y salaries at the Assistant rank which then diminished with the Associate and Professor ranks to meet market parity for recruitment. Whereas research faculty had Y salaries that peaked at the Associate rank which was commensurate with grantsmanship.

The determinants of Y salaries were varied by multiple external variables: teaching, administrative and service contributions, sources of funding, retention incentives, scope of research programs, and generation of extramural grant support.

Summary of salary analyses for low and high outliers (e.g., justification for salary differences)

High Salary Outliers

There were 2 female faculty in the Adjunct series at the Professor rank identified. Both had Y salaries commensurate with teaching responsibilities and grant funding.

Low Salary Outliers

There was 1 male faculty in the Ladder Rank series at the Assistant Professor rank identified. He has a combination degree, MD + PhD, and functions as a basic researcher & does not engage in a clinical service. His salary was equitable with 2 other research faculty at the same rank and in the same Department.

Action items for coming year from school

The following are the School of Pharmacy guiding principles adopted for future reviews:

- The School of Pharmacy should continue to engage in future faculty salary analyses to highlight trends and gender comparisons based on new faculty recruits, turnover and retention pressures for existing faculty, and impact on constraints and ability to acquire extramural grant funding.
- Each Department should continue to employ transparent and well-reasoned processes for determining the negotiable Y component of faculty salaries.
- The Departments should strive for effective and fair criteria for accelerations in academic advancement, considering the impact on UCSF's competitiveness and our ability to recruit and retain our outstanding faculty.
- The School should continue to strive for consistency in salary negotiations between Departments for faculty in similar series and emphasis (clinical or research). In addition, it is recommended that all faculty be apprised of leadership opportunities at the School and Department level to optimize their academic advancement and have equitable access to augmented funding via Z payments.
- The Departments must also ensure equity is maintained among similar faculty when adjustments are made to Y salaries.

Faculty Salary Review for the School of Pharmacy 2018

Background:

Chancellor Hawgood's first UCSF campus wide 2014 equity analysis of faculty salaries (<http://tiny.ucsf.edu/fser>) was released campus-wide on February 2, 2015.

As background, the analysis was undertaken to determine evidence of campus wide inequities in faculty salaries for underrepresented minorities (URMs) or by gender (male vs female).

In response, the School of Pharmacy has performed and conducted a gender equity analysis of School of Pharmacy faculty salaries to determine if any imbalances existed at the School or department levels in 3 consecutive years, 2015 -2017.

The 3 previous SOP reports were reviewed and approved by the Campus-level Faculty Salary Equity Committee with the conclusion that no gender inequities existed (all imbalances were explained by non-discriminatory and legitimate business practices).

A School-level faculty-based committee proposed the following recommendations which have been adopted as the School's guiding principles subsequent to the faculty salary equity reviews:

- The SOP should continue an annual faculty salary analysis to highlight trends and gender comparisons based on new faculty recruits, turnover and retention pressures for existing faculty, and impact on constraints and ability to acquire extramural grant funding.
- Each Department should continue to employ transparent and well-reasoned processes for determining negotiable faculty salary components.
- The Departments should strive for effective and fair criteria for accelerations in academic advancement, considering the impact on UCSF's competitiveness and our ability to recruit and retain our outstanding faculty.

Methods:

- The dataset of faculty salary data for the School of Pharmacy was provided by the campus Office of Academic Affairs. Inclusion criteria for the analysis was consistent with previous reports to involve all paid faculty in any of the 5 series at 75% effort or greater. It included the following data elements.
 1. Annualized X + Y scheduled pay for 2018-19
 2. Degree classification – Clinical Doctorate, Research Doctorate, Combination Doctorate, other Degree
 3. Series, Rank, Step

4. Gender and ethnicity

5. BYZ payments 7/1/17 to 6/30/18

6. Advancement history with merits, promotions, and accelerations

7. Academic Department

- The dataset was further segregated by department to provide an unadjusted analysis of salary and acceleration variables by gender. The data was tabulated by rank, series, gender, median $x + Y$ pay, median y pay, average years since doctorate, calculated female/male ratios for pay with a comparison of 2016, 2017, and 2018 pay ratios. A statistical analysis on adjusted variables was performed by the campus and the school. This included a fully adjusted regression (with steps, degree type, department, gender, URM status, rank and series) for log $X+Y$ & Y pay at the school and department level. The campus also provided a residuals analysis and flagged individual faculty salaries ($X + Y$ pay) that were either less than 75% or more than 140% of predicted. In addition a contingency table analysis of gender, URM status, degree classification, series, rank and step was performed by Department.
- If an imbalance of 4% or greater was detected by median Y pay ratios, then a matched pair/set analysis was conducted on the basis of rank, series, step, and department.
- The Department-level datasets with salary data were provided to each Department Chair and an explanatory response for any potential imbalances was requested.
- The URM faculty identified were profiled by series, rank, step, department, and doctorate type. An imbalance was assessed based on a comparison of co-variants. If an imbalance was identified, a clarification and justification for the negotiated salary was requested of the Department.
- The preliminary results were presented to the School of Pharmacy Compensation Plan Advisory Committee for comment.
- The Dean's Office of Academic Affairs analyzed and compared the trends between the datasets since 2016. A report was provided to the Dean with an executive summary.
- Abbreviations for Departments and School-wide are as follows: Bioengineering and Therapeutic Sciences (BTS); Clinical Pharmacy (CP); Pharmaceutical Chemistry (PC); School of Pharmacy (SOP)

Executive Summary:

Conclusion:

There were no statistically significant differences in X + Y pay between female and male and URM faculty when adjusted for degree type, rank, step, and series. Residual and matched pair analysis supported a finding of no inequities. All gender imbalances (female- and male-preferences) at the Department-level were explained by non-discriminatory legitimate business practices. In response to the FSER campus committee recommendations, the School of Pharmacy approved an Academic Appointee Stipend Policy in 2018.

Consistent with previous years, the salary trajectories with rising ranks are distinct between clinical and research based faculty. Early career clinical pharmacy faculty receive augmented Y salaries to meet marketplace professional salary levels for practicing pharmacists in which the Y salary component diminishes with rising ranks as the X and X' salary components reach parity with the market place. Research-based faculty Y salary tends to peak at the associate professor rank commensurate with their grantsmanship and tends to decline at the full professor rank.

In 2018 there was an increase in the Y salary as a percent of the total salary for 2 of the Departments, PC and CP, while there was a slight decline in the other Department, BTS. Noteworthy is that this marked a reversal in the trend where there had been a decline in the Y salary component since 2012 in which the School and Departments provided funding to offset the shifting Y salary components to meet X and X' requirements of the increased HSCP scale levels. Therefore all paid faculty received an increase in salary levels for fiscal year 2018-2019.

The determinants for Y negotiated salaries are varied for each Department and by the emphasis either on a clinical or research based series. For clinical-based series, Clinical X or HS Clinical, a new hire may command a higher Y salary commensurate with a lower step in rank as a recruitment incentive. As these faculty progress in step and rank, the proportion of the Y salary tends to diminish in part to accommodate the requirements in HSCP scale increases, whereas research-based faculty series, Ladder rank, In Residence, Adjunct series, have Y salaries linked to their extramural grantsmanship. However, in all series, other external variables may contribute to the determination of a Y salary. These have been identified by the Departments as follows: teaching, administrative and service contributions to the Department, School, and Campus, prestigious awards; sources of funding (e.g. grants, service contracts); retention incentives; size and scope of laboratory and research program; and generation of extramural support. The Department must also ensure equity is maintained among similar faculty when adjustments are made to Y salaries. Other external factors may dictate the Y salary levels, including faculty being based in an ORU (in which the Department Chair is not involved nor responsible for the salary negotiation) or having transferred from another school on campus.

Main findings at the School level:

Median X & Y: The median X + Y pay was higher for males than females on a School-wide level. However, the median and mean X + Y pay was higher for females in 2 Departments, CP and BTS. There were gender imbalances in faculty salaries for the School of Pharmacy based on a School-wide unadjusted analysis on Median X + Y pay which demonstrated a **male preference** at the assistant professor rank for the Clinical X series, full professor rank for the HS Clinical and In Residence series, and full professor rank in Ladder rank series. The imbalance in the Clinical X series was attributed a comparator of 1 male faculty at a higher step and a higher Y salary augmented by grantsmanship. HS Clinical series was attributed to a comparator of 2 senior male faculty with a Y salary component augmenting their total X & Y salary levels based on their long-standing leadership positions and operational administrative responsibilities in the HS Clinical series. At the full professor rank for the Ladder rank series, the male cohort was associated with a large difference in average years since doctorate and higher steps at rank. At the full professor rank for In Residence series there was a comparator of 4 of each gender representing all 3 Departments and 1 male faculty whose Y salary was negotiated outside of the Department within an ORU. One matched pair revealed a higher Y salary for a female faculty member which was based on successful grantsmanship.

All other series and ranks were closely balanced by gender with ratios at 1.01 to 1.02. The trends were consistent with the previous year analysis. There were 2 faculty identified in the residual analysis as 140% above the predicted salary values. Both were female faculty, full professor rank, and in the Adjunct series. There were no male comparators for these faculty members and the adjusted regression results by rank and Department revealed that Adjunct faculty made less than Ladder rank. There was 1 male faculty identified in the residual analysis as less than 75% of the predicted salary values. This faculty member is an assistant professor in the Ladder rank series with a combination degree, MD plus PhD, which impacted the predicted salary as per the predictive model. However, this faculty does not engage in a clinical service, is a basic researcher, and his salary level is equitable with 2 other research faculty members at the same rank.

Median Y: There were gender imbalances in faculty salaries for the School of Pharmacy based on a School-wide unadjusted analysis on Median Y pay which demonstrated a **male preference** at the assistant professor rank in the Clinical X series, associate professor rank in the Ladder ranks series, full professor rank in the HS Clinical series and in the In Residence series. At the assistant professor rank in the Clinical X series there was 1 male comparator with 4 female faculty. Three of the female faculty were newer hires and the one male received a higher Y negotiated salary based on grant funding. In the HS Clinical series, the imbalance was attributed to a comparator of 2 senior male faculty with leadership positions and operational administrative responsibilities. At the full professor rank in the In Residence series, there was a comparator of 4 of each gender representing all 3 Departments and 1 male faculty whose Y salary was negotiated outside of the Department within an ORU. In one Department the female faculty member had a higher Y salary based on successful grantsmanship.

There were **female preferences** at the associate and full professor ranks for the Clinical X series, and full professor rank in the Ladder rank series. At the associate rank in the Clinical X series, one male faculty (out of 2 total) has the same Y salary as one of the female faculty (out of 2 total). The higher Y salary for 1 female faculty member in this group is attributed to a previous recruitment incentive as a more recent hire and providing salary offset with extramural funding. At the full professor rank for the Clinical X series, the female faculty included the Department Chair, and Vice Dean of the School whose higher Y salaries reflected these additional administrative responsibilities, as set by the Dean of the School. A matched pair analysis of faculty within similar steps revealed that all imbalances were explained by either recruitment incentives, teaching awards, operational administrative responsibilities, providing salary offset with extramural funding, and by achieving equity in total pay, $X + X' + Y$. At the professor rank in the Ladder rank series, female faculty were from 3 different departments with the predominance in one Department (5 out of 8 in BTS) and males split between 2 Departments (PC and BTS). Two females in one Department had higher Y salaries based on retention incentives, teaching responsibilities in the graduate program, and grantsmanship. The male cohort is represented by several A/S faculty whose Y salaries are lower commensurate with their extramural grant funding and the Median X & Y was imbalanced with a male preference in this group. A matched pair analysis by step at the Department level did not reveal any inequities.

Z payments: On a School-wide level, there was a greater probability of women to receive a Z payment, which is provided exclusively for administrative stipends (Chair, Vice Dean, Associate Dean, Vice Chair, ORU stipend, and Directors of Graduate Student and PharmD Programs). Note that two Z payments were provided to faculty not subject to the School of Pharmacy Compensation plan, but via their ORU.

Main findings at the Department level:

- The Department of Bioengineering and Therapeutic Sciences (BTS) had a male preference in unadjusted Median X+ Y pay at the full professor rank for the In Residence and Ladder rank series. There was 1 female and male comparator for the In Residence series and the male faculty member salary was negotiated outside of the Department by an affiliated ORU. At the full professor level the imbalance was explained by a higher proportion of males with more years at rank (and higher step), as well the accommodation of the salary of a single male physician in the Department. Females at the associate and full professor ranks had a higher Median Y pay based on the success of their research portfolios, retention incentives, and teaching responsibilities.
- The Department of Clinical Pharmacy (CP) had male-preference imbalances for unadjusted Median Y pay and Median X + Y pay for the full professor rank in the HS Clinical Series which was attributed to two male senior faculty in long-standing leadership positions associated with substantial administrative responsibilities. There was also a male preference in Median Y pay for the assistant professor rank in the Clinical X series in which there was 1 male comparator with 4 female faculty. Three of the female faculty were newer hires and the male

faculty member has a higher Y salary based on obtaining grant funding as a salary offset. There was a female preference in Median Y pay at the associate and full professor rank in the Clinical X series. At the associate rank in the Clinical X series, one male faculty (out of 2 total) has the same Y salary as one of the female faculty (out of 2 total). The higher Y salary for 1 female faculty member in this group is attributed to a previous recruitment incentive as a more recent hire and providing salary offset with extramural funding. A matched pair analysis of faculty within similar steps revealed that all imbalances were explained by either recruitment incentives, teaching awards, operational administrative responsibilities, providing salary offset with extramural funding, and by achieving equity in total pay, $X + X' + Y$.

- The Department of Pharmaceutical Chemistry (PC) had male-preference imbalances for unadjusted Median $X + Y$ pay for Full Professor rank in the Ladder rank series, and unadjusted Median Y pay for associate full professor ranks. There was a female preference for Median Y pay at the full professor rank in the In Residence series. The differences were attributed to the ability to meet the Department’s compensation goal for acquiring extramural grant-based revenue support. Two of male faculty were in an ORU and their salaries were negotiated outside of the Department. There was only one female comparator for the associate rank and two at the full professor rank in the Ladder rank series, and one female comparator in the In Residence series. The differences within the Ladder rank series (Associate & Full Professor ranks) were also attributable to the ability to meet the Department’s compensation goals, with one female receiving additional Y salary funding based on contributions to the new PharmD curriculum. In one matched pair, Full professor, step 4 in the Ladder ranks series, the male and female faculty received the same Y salary. The faculty member, an Assistant Professor in the Ladder rank series, identified as a Low residual received a Y salary consistent the Department’s compensation plan and comparable to 2 other faculty at the Assistant professor rank. Note that the Department has continued to use the same Department compensation formula as previous years and was included as an appendix in the 2017 School of Pharmacy Faculty Salary Equity Review report.

Results:

ADJUSTED SCHOOL-LEVEL ANALYSIS

Note: Fully adjusted gender analysis specific for the School of Pharmacy generated by the statistician for the UCSF campus Faculty Salary Equity Committee.

Female/Male log $X + Y$ Pay Ratio-SOP		
	Ratio	Confidence Interval
Fully Adjusted	1.00	(0.90, 1.11)

Note: Fully adjusted URM analysis specific for the School of Pharmacy generated by the statistician for the UCSF campus Faculty Salary Equity Committee.

URM/non-URM log X + Y Pay Ratio-SOP

	Ratio	Confidence Interval
Fully Adjusted	1.06	(0.88, 1.27)

Conclusions: There were no statically significant findings for fully adjusted regression models concerning gender and URM X plus Y pay at the School-level for 2018. Note that Z payments in the School of Pharmacy do not include clinical revenues and there was insufficient data for an analysis.

URM faculty: Five of the URM faculty are in the Department of Clinical Pharmacy, 4 in the Clinical X series, 3 at the rank of Full Professor, one at the assistant rank. The other URM faculty is a new hire and in the adjunct series at the assistant rank. One URM faculty member serves a significant and distinctive role as the Vice Dean for the School and operates out of the Dean’s Office. Another URM faculty was a recent hire with a higher Y salary in a matched pair which was based on a recruitment incentive, extramural grants to offset her salary, and assuming an operational administrative role. One URM faculty had a lower Y salary in a matched pair due to a non-URM comparator who was the recipient of several significant teaching awards (which was the basis for an augmented Y salary). One URM faculty at the assistant rank had a higher Y salary as a recruitment incentive, while the other URM faculty had the same Y negotiated salary as 2 other recent non-URM hires.

One URM faculty is in the Department of Bioengineering and Therapeutic Sciences and is identified as a high outlier based on rank and step with all other faculty in the School. This is a full professor, step 3 and unique as the only physician and combination doctorate with clinical and research responsibilities.

Department of Clinical Pharmacy (N=36)

Female/Male log X + Y Pay Ratio-SOP

	Ratio	Confidence Interval
Fully Adjusted	1.00	(0.91, 1.10)

Department of Bioengineering & Therapeutic Sciences (N=18)

Female/Male log X + Y Pay Ratio-SOP

	Ratio	Confidence Interval
Fully Adjusted	1.03	(0.82, 1.30)

Department of Pharmaceutical Chemistry (N=24)

Female/Male log X + Y Pay Ratio-SOP

	Ratio	Confidence Interval
Fully Adjusted	0.90	(0.72, 1.113)

Conclusions: There were no statically significant findings for fully adjusted regression models concerning gender X plus Y pay at the Department-level for 2018.

Comparison of X plus Y pay by Gender and Department

School-wide

FY 2018 scheduled X+Y Pay

	Female		Male	
	X+Y	N	X+Y	N
Mean	\$ 188,219	37	\$ 210,328	41
Median	\$ 176,350		\$ 189,900	
Std Dev	\$ 44,637		\$ 62,853	
Range	\$ 130,900 – 336,000		\$ 130,900 – 361,029	

Results for BTS

FY 2018 scheduled X+Y Pay

	Female		Male	
	X+Y	N	X+Y	N
Mean	\$ 236,243	7	\$ 236,284	11
Median	\$ 225,000		\$ 195,000	
Std Dev	\$ 58,852		\$ 72,128	
Range	\$ 153,200-336,000		\$ 157,000-361,029	

Results for Clinical Pharmacy

FY 2018 scheduled X+Y Pay

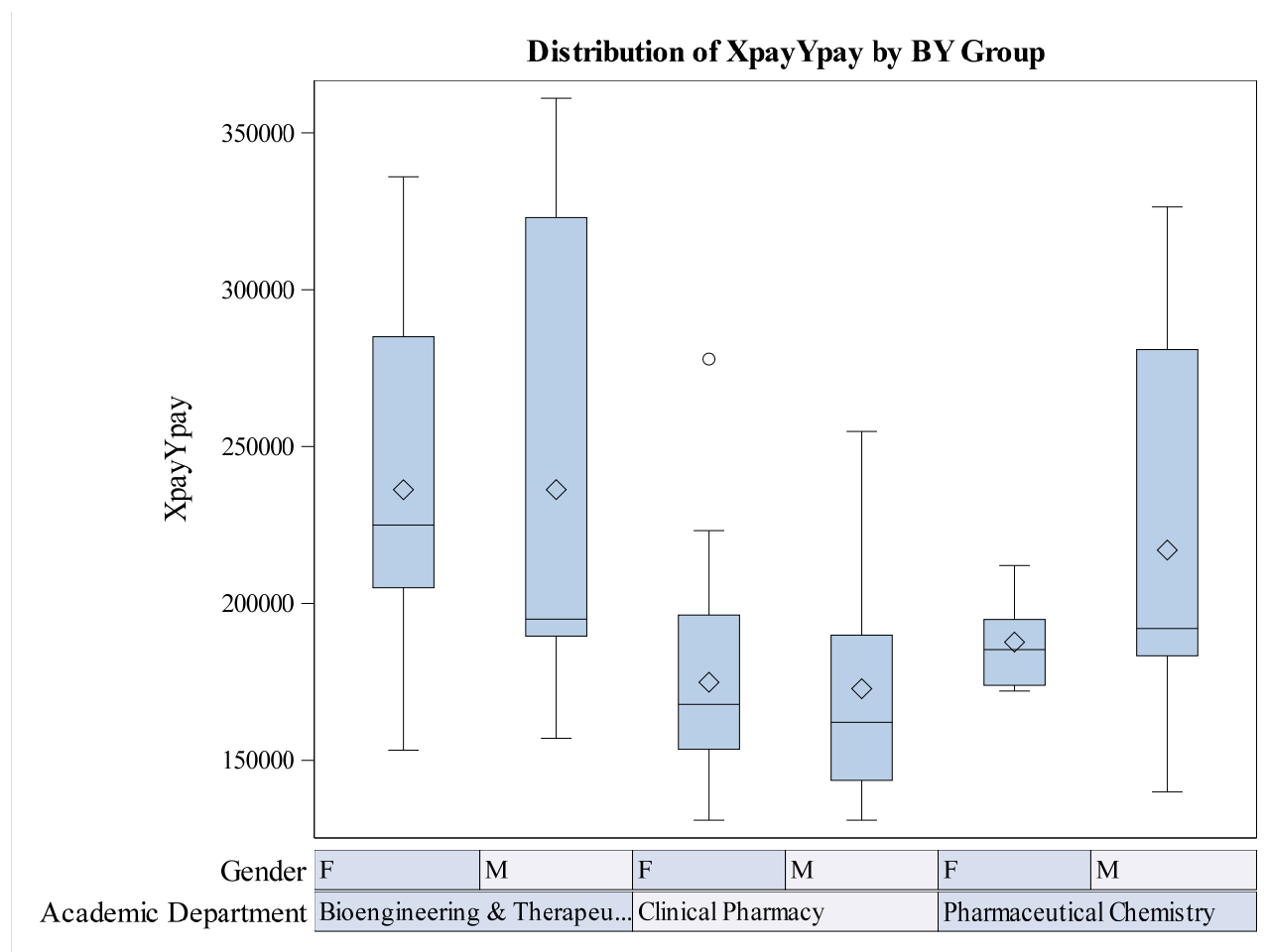
	Female		Male	
	X+Y	N	X+Y	N
Mean	\$ 174,884	25	\$ 172,823	11
Median	\$ 167,850		\$ 162,100	
Std Dev	\$ 34,922		\$ 36,544	
Range	\$ 130,900-277,900		\$ 130,900-254,800	

Results for Pharmaceutical Chemistry

FY 2018 scheduled X+Y Pay

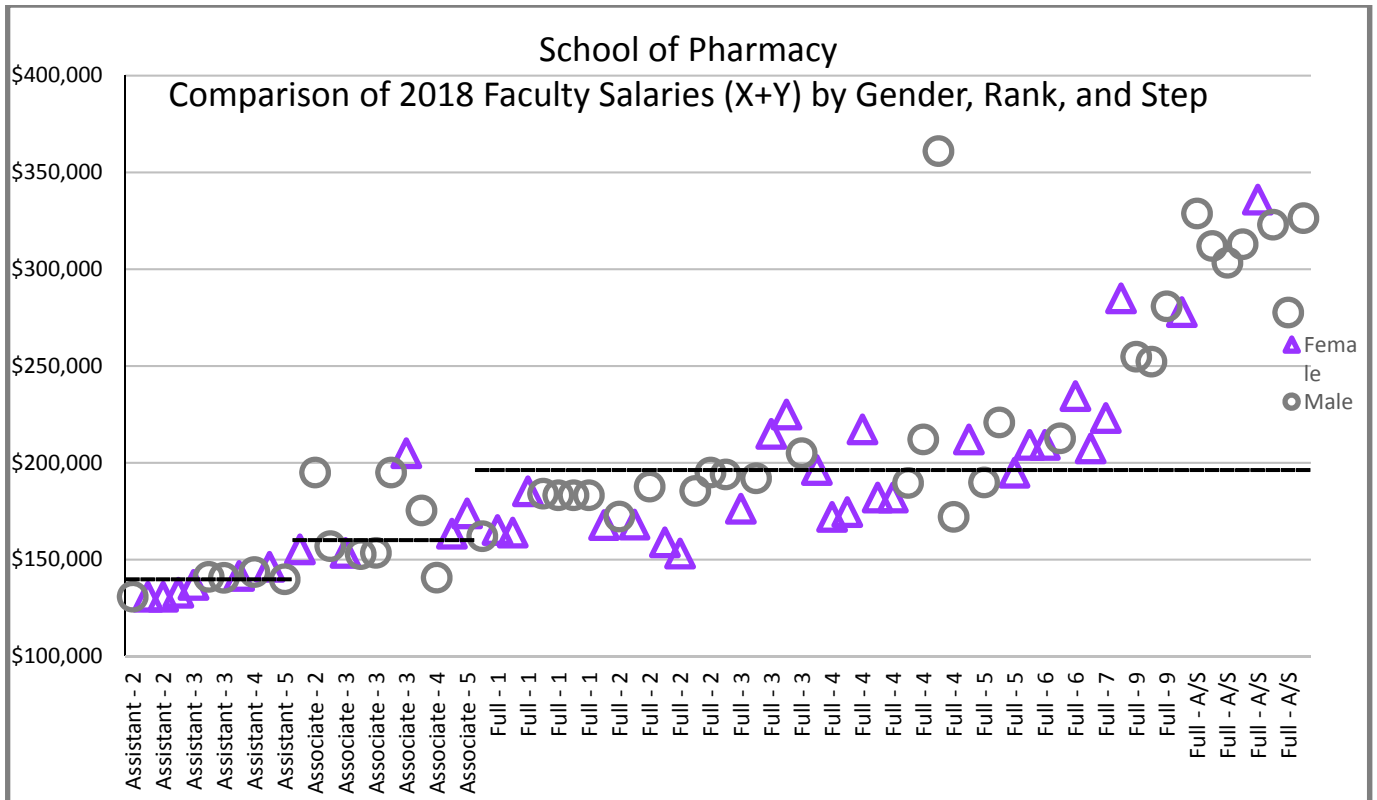
	Female		Male	
	X+Y	N	X+Y	N
Mean	\$ 187,660	5	\$ 217,016	19
Median	\$ 185,300		\$ 192,000	
Std Dev	\$ 16,483		\$ 61,874	
Range	\$ 172,100-212,100		\$ 139,900-326,400	

Box-Whisker plot for comparison of Departments for distribution of X plus Y pay by gender.



Outliers: Clinical Pharmacy female is a senior faculty at professor rank and A/S and her salary reflects X + X' per HSCP while receiving the smallest negotiated Y salary within their series.

Comparison of 2016 Faculty Salaries (X + Y) by gender and rank and step

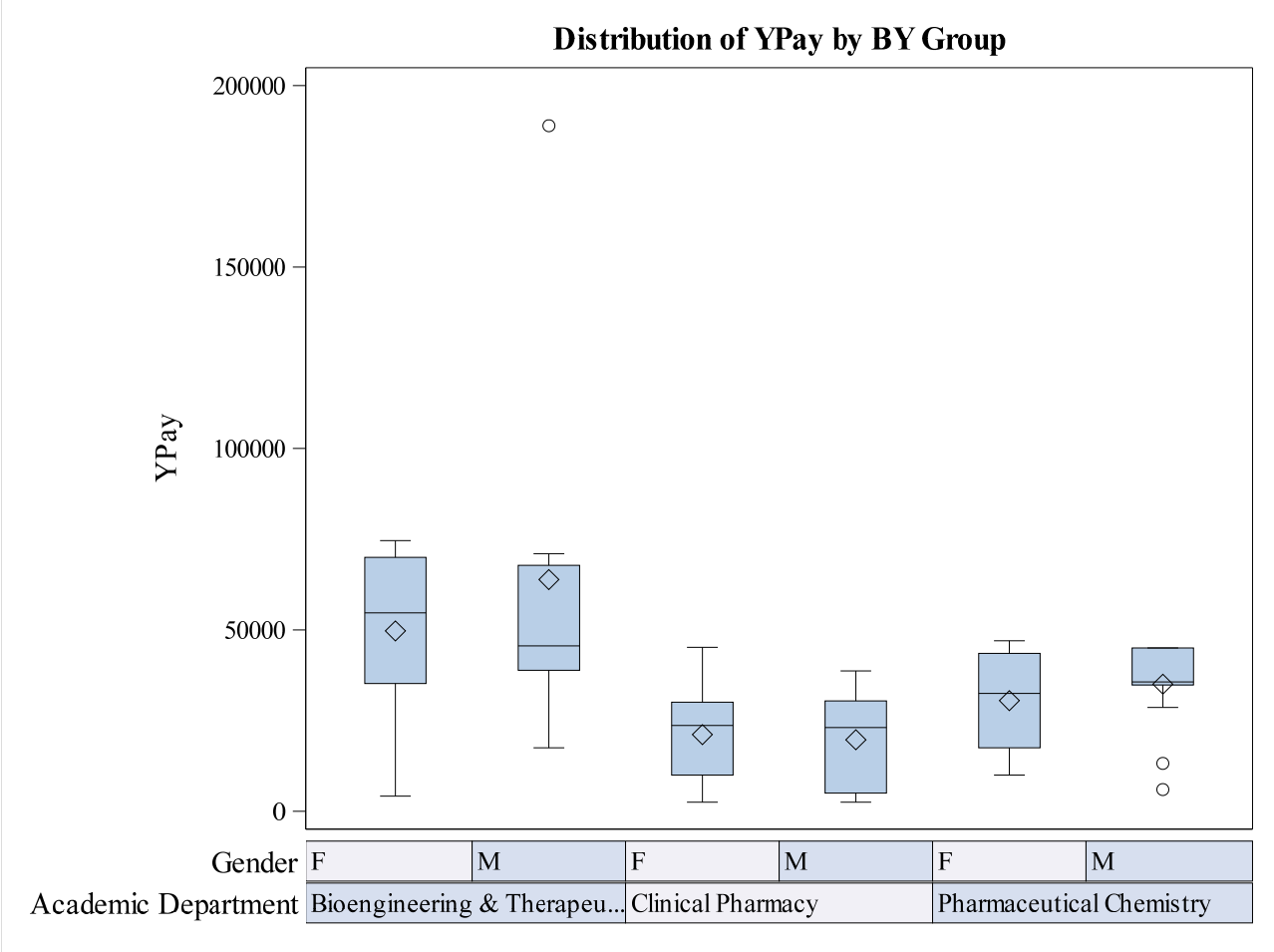


Outlier is a full professor, step 4 and unique as the only physician and combination doctorate with clinical and research responsibilities.

Comparisons and trends in negotiated Y pay

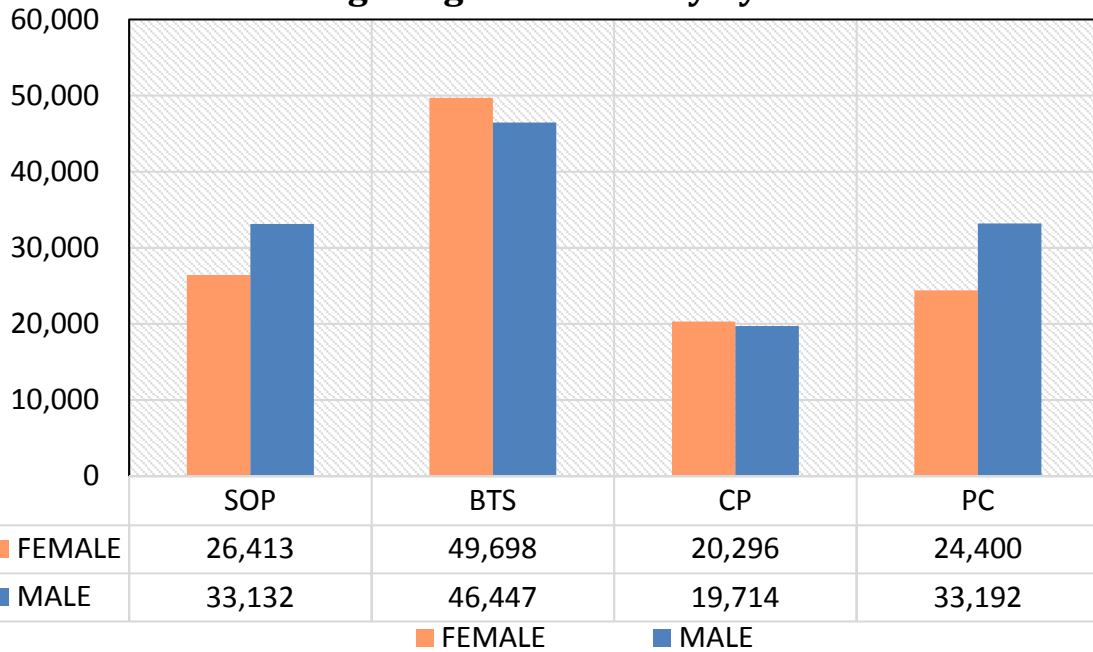
Negotiated Y Salary by Gender , School and Department								
	FEMALE				MALE			
	Median	Average	Minimum	Maximum	Median	Average	Minimum	Maximum
SOP	25,200	26,413	0	74,600	34,810	33,132	0	188,929
BTS	54,700	49,698	0	74,600	44,700	46,447	0	188,929
CP	23,100	20,296	0	45,200	23,100	19,714	2,500	38,700
PC	25,000	24,400	0	47,000	35,323	33,192	0	45,000

Box-Whisker plot for comparison of Departments for distribution of Y pay by gender.

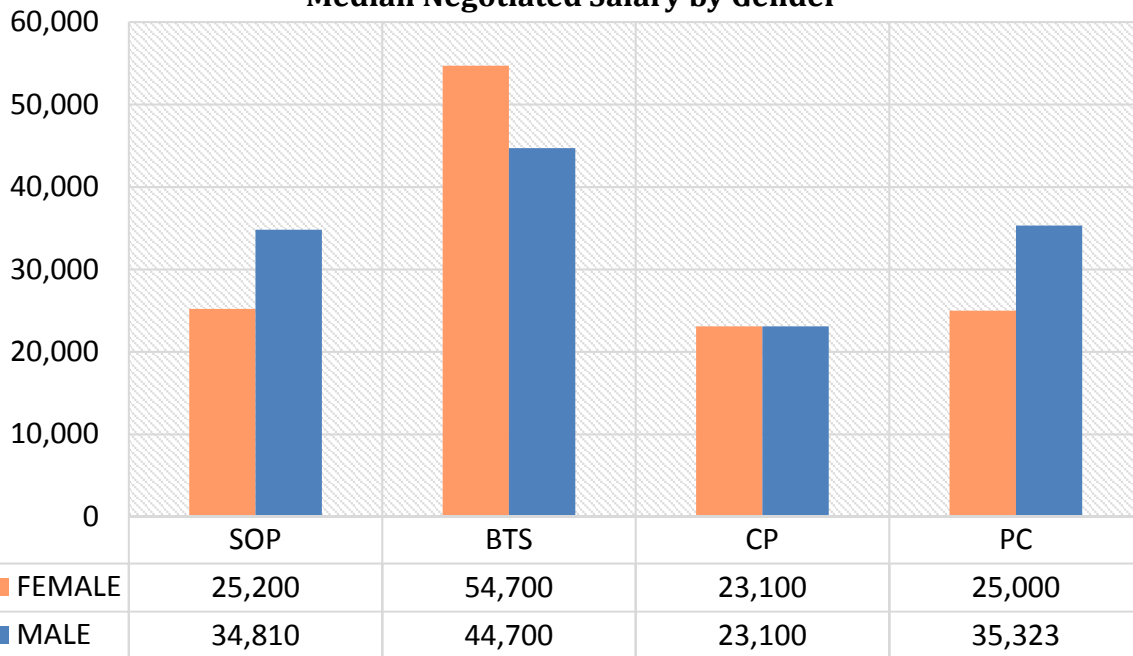


Outliers: One high outlier is a male in BTS who is a physician with clinical responsibilities.

Average Negotiated Salary by Gender



Median Negotiated Salary by Gender

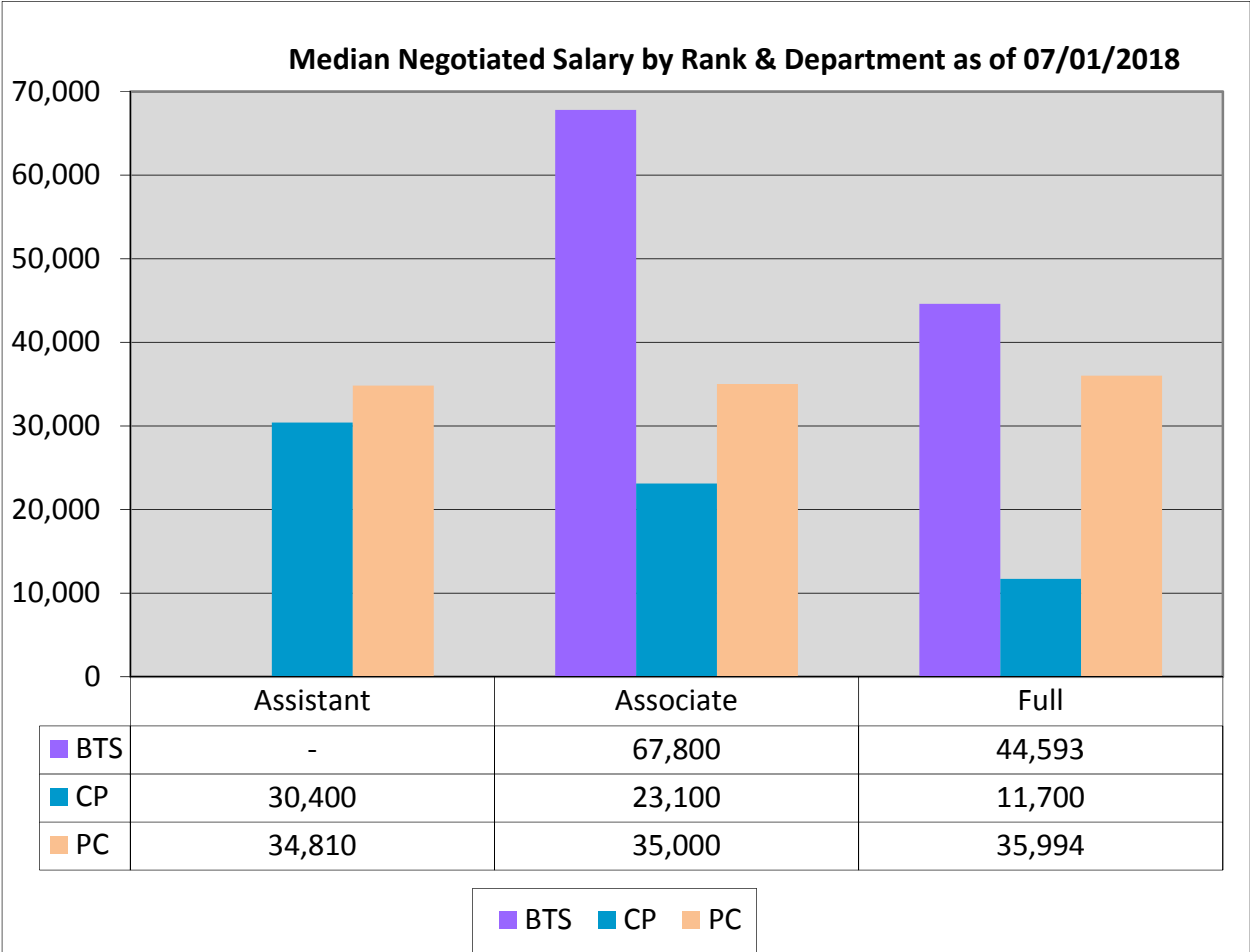


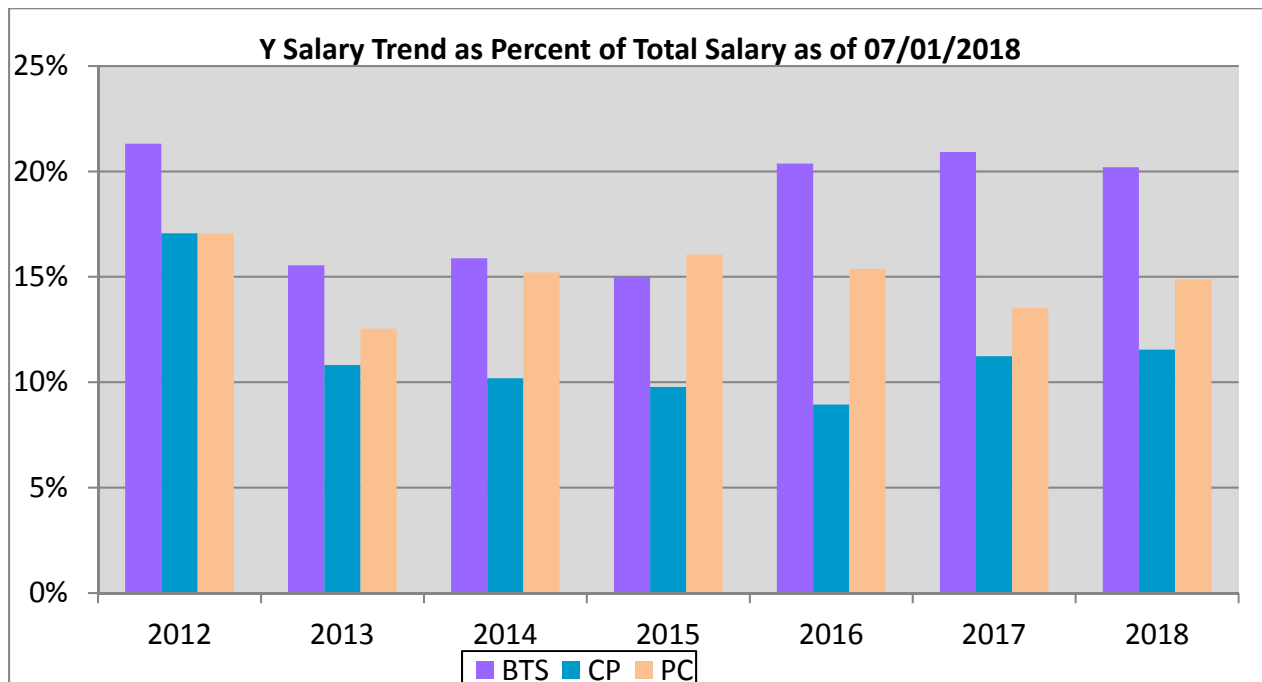
Median Negotiated Y Salary by Rank and Series as of 07/01/2018



	Adjunct	Clinical X	HS Clinical	In Residence	Ladder
Assistant	30,400	30,400	30,500	24,262	34,810
Associate	2,500	23,100	25,200	-	54,800
Full	2,500	16,050	11,700	30,409	38,489

Department-level Results





UNADJUSTED SCHOOL-LEVEL ANALYSIS

Note: the left sided columns include data from July, 2018 and the right sided column includes comparative data from July 2015.

Table 1. Unadjusted Median Pay and Pay Ratios by Gender by Series and Rank

Series Rank	Female				Male				2018 Female/ Male Ratio		2017 Female / Male Ratio (X+Y)	2017 Female / Male Ratio (Y)	2016 Female / Male Ratio (X+Y)	2016 Female / Male Ratio (Y)	2015 Female / Male Ratio (X+Y)	2015 Female / Male Ratio (Y)
	Median X+Y	Median Y	N	Average Years Since Doctorate	Median X+Y	Median Y	N	Average Years Since Doctorate	X+Y	Y						
Adjunct																
Assistant			0		131	30	1	3.00	0	0					0	
Associate			0		141	3	1	24.00	0	0	0	0	0	0	0	0
Full	175	3	3	20.33			0				1.09		1.00		1.00	
Clinical X																
Assistant	134	30	4	4.50	144	32	1	7.00	0.93	0.96	0.99	0.95	1.01	0.91	1.07	0.92
Associate	154	27	2	13.50	153	23	2	15.50	1.01	1.19	0.99	1.18	1.01	1.29	0.97	0.76
Full	182	16	9	26.89	181	14	4	25.00	1.01	1.13	0.99	2.61	0.98	0.38	0.92	1.01
HS Clinical																
Assistant	140	31	2	15.00			0								0	
Associate	163	25	1	26.00			0						1.14	1.93	1.08	1.81
Full	171	10	2	22.50	200	26	2	48.00	0.85	0.38	0.87	0.52	0.81	0.06	0.79	0.14
In Residence																
Assistant			0		141	24	2	8.00	0	0	0	0	0	0	0	0
Associate			0				0				1.11	2.07	0.99	1.05	0.97	0.88
Full	175	17	4	22.75	185	36	4	19.75	0.95	0.47	0.95	0.17	1.21	0.81	1.21	1.69
Ladder Rank																
Assistant			0		141	35	1	2.00	0	0	0	0	1.08	1.31	1.00	0.98
Associate	189	50	2	16.50	185	55	4	9.75	1.02	0.91	0.88	0.58	0.85	0	0.85	0.89
Full	220	42	8	27.50	252	36	19	29.37	0.87	1.17	0.81	1.23	0.79	1.17	0.75	0.73

School of Pharmacy

Tables 2-11: Gender status analyses: unadjusted campus-level median salary (X+Y), presence of Z (proportion), median Z payment, if present, and presence of acceleration (proportion) by gender and these values and their ratios by rank, doctorate type, and series.

Table 2. Unadjusted Presence of Z (Proportion) by Gender Status

	July 2018		July 2017		July 2016	
Gender	Presence of Z	N	Presence of Z	N	Presence of Z	N
Female	0.46	37	0.35	34	0.33	39
Male	0.32	41	0.33	42	0.22	46

Table 3. Unadjusted Median Z Pay, if Present by Gender Status

	July 2018		July 2017		July 2016	
Gender	Median Z	N	Median Z	N	Median Z	N
Female	5	17	8	12	4	13
Male	4	13	6	14	4	10

Table 4. Unadjusted Presence of Acceleration (Proportion) by Gender Status

	July 2018		July 2017		July 2016	
Gender	Accel	N	Accel	N	Accel	N*
Female	0.14	50	0.15	46	0.08	78
Male	0.15	59	0.13	61	0.08	92

*Note: 2016 N represents two years' data for each faculty, thus is double the N of faculty for each analysis

Table 5. Unadjusted Presence of Z (Proportion) and Ratios by Gender by Rank

Rank	Female		Male		2018 Female/ Male Ratio	2017 Female/ Male Ratio	2016 Female/ Male Ratio
	Z	N	Z	N			
Assistant	0.33	6	0.20	5	1.67	1.00	
Associate	0.60	5	0.14	7	4.20	3.43	2.67
Full	0.46	26	0.38	29	1.22	0.85	1.27

Table 6. Unadjusted Median Z and Pay Ratios, if Present, by Gender by Rank

Rank	Female		Male		2018 Female/ Male Ratio	2017 Female/ Male Ratio	2016 Female/ Male Ratio
	Median	N	Median	N			
Assistant	2	2	25	1	0.09	0.12	
Associate	5	3	1	1	10.00	1.80	2.89
Full	6	12	4	11	1.50	2.01	1.00

Table 7. Unadjusted Presence of Acceleration and Ratios by Gender by Rank

Rank	Female		Male		2018 Female/ Male Ratio	2017 Female/ Male Ratio	2016 Female/ Male Ratio*
	Accel	N	Accel	N			
Assistant	0.00	9	0.08	12	0.00	0.00	0.00
Associate	0.00	9	0.11	18	0.00	0.00	0.00
Full	0.22	32	0.21	29	1.06	1.35	1.36

*Note: 2016 Ratio represents two years' data for each faculty, thus is double the N of faculty for each analysis

Table 8. Unadjusted Presence of Z (Proportion) and Ratios by Gender by Doctorate Type

Doctorate Type	Female		Male		2018 Female/ Male Ratio	2017 Female/ Male Ratio	2016 Female/ Male Ratio
	Z	N	Z	N			
None	0.00	1		0			0.00
Research	0.44	16	0.28	29	1.59	1.03	1.83
Clinical	0.53	19	0.63	8	0.84	0.93	1.01
Both	0.00	1	0.00	4			0.00

Table 9. Unadjusted Median Z Pay and Pay Ratios, if present, by Gender by Doctorate Type

Doctorate Type	Female		Male		2018 Female/Male Ratio	2017 Female/Male Ratio	2016 Female/ Male Ratio
	Median	N	Median	N			
None		0		0			0.00
Research	10	7	22	8	0.45	0.60	2.00
Clinical	4	10	4	5	1.00	1.25	0.75
Both		0		0			0.00

Table 10. Unadjusted Presence of Acceleration (Proportion) and Pay Ratios by Gender by Doctorate Type

Doctorate Type	Female		Male		2018 Female/Male Ratio	2017 Female/Male Ratio	2016 Female/ Male Ratio*
	Accel	N	Accel	N			
None	0.00	2		0			0.00
Research	0.24	21	0.16	43	1.46	1.64	1.83
Clinical	0.08	25	0.00	11			0.58
Both	0.00	2	0.50	5	0.00	0.00	0.00

*Note: 2016 Ratio represents two years' data for each faculty, thus is double the N of faculty for each analysis

Table 11. Unadjusted Presence of Acceleration (Proportion) and Ratios by Gender by Series

Series	Female		Male		2018 Female/Male Ratio	2017 Female/Male Ratio	2016 Female/ Male Ratio*
	Accel	N	Accel	N			
Adjunct	0.00	6	0.00	2			0.00
Clinical X	0.10	21	0.00	10			0.69
HS Clinical	0.00	6	0.00	2			0.00
In Residence	0.00	5	0.11	9	0.00	0.00	0.00
Ladder Rank	0.42	12	0.22	36	1.88	2.20	1.89

*Note: 2016 Ratio represents two years' data for each faculty, thus is double the N of faculty for each analysis

UNADJUSTED DEPARTMENT-LEVEL ANALYSIS

Note that ratios less than 1 indicate a male preference and greater than indicate a female preference. Note that “0” indicates lack of a gender comparator.

Note that all names of faculty were redacted from the Department explanations.

BIOENGINEERING & THERAPEUTIC SCIENCES

Table 12 (BTS). Unadjusted Median Pay (\$1,000s) and Pay Ratios by Gender by Series and Rank

Series Rank	Female				Male				2018 Female/ Male Ratio		2017 Female / Male Ratio (X+Y)	2017 Female / Male Ratio (Y)	2016 Female / Male Ratio (X+Y)	2016 Female / Male Ratio (Y)	2015 Female / Male Ratio (X+Y)	2015 Female / Male Ratio (Y)	
	Median X+Y	Median Y	N	Average Years Since Doctorate	Median X+Y	Median Y	N	Average Years Since Doctorate	X+Y	Y							
Adjunct																	
Assistant			0				0							0	0	0	0
Associate			0				0							0	0	0	0
Full			0				0							0	0	0	0
Clinical X																	
Assistant			0				0							0	0	0	0
Associate			0				0							0	0	0	0
Full			0				0							0	0	0	0
HS Clinical																	
Assistant			0				0							0	0	0	0
Associate			0				0							0	0	0	0
Full			0				0							0	0	0	0
In Residence																	
Assistant			0				0							0	0	0	0
Associate			0				0							0	0	0	0
Full	153	4	1	21.00	190	18	1	27.00	0.81	0.24	0.79	0.19		0	0	0	0

Ladder Rank																	
Assistant			0				0				0	0	1.14	1.44	1.00	0.91	
Associate	205	75	1	10.00	195	65	3	8.00	1.05	1.15	0.96	0.89	0.84	0	0	0	
Full	235	55	5	22.00	278	45	7	27.00	0.84	1.22	0.81	1.41	0.82	2.14	0.72	1.22	

Table 12 A: BTS Matched Pairs on X + Y salaries, and URM status

URM Status	Gender	Academic Department	App %	Series	Rank/Step	Median	Female	Male	X Pay (based on 100% appt)	Y Pay (based on 100% appt)
Matched Pair set 1										
Non URM	M	Bioengineering & Therapeutic Sciences	1.0000	Ladder Rank	Associate - 3	195,000.00		195,000.00	130,400.00	64,600.00
Non URM	F	Bioengineering & Therapeutic Sciences	1.0000	Ladder Rank	Associate - 3	195,000.00	205,000.00		130,400.00	74,600.00
Matched Pair set 2										
Non URM	F	Bioengineering & Therapeutic Sciences	1.0000	In Residence	Full - 2	200,000.00	153,200.00		149,000.00	4,200.00
Non URM	M	Bioengineering & Therapeutic Sciences	1.0000	In Residence	Full - 4	229,750.00		189,600.00	172,100.00	17,500.00
Matched Pairs set 3										
Non URM	M	Bioengineering & Therapeutic Sciences	1.0000	Ladder Rank	Full - 2	229,750.00		195,000.00	149,000.00	46,000.00
Non URM	F	Bioengineering & Therapeutic Sciences	1.0000	Ladder Rank	Full - 3	229,750.00	215,000.00		160,300.00	54,700.00
Non URM	F	Bioengineering & Therapeutic Sciences	1.0000	Ladder Rank	Full - 3	229,750.00	225,000.00		160,300.00	64,700.00
Non URM	M	Bioengineering & Therapeutic Sciences	1.0000	Ladder Rank	Full - 3	229,750.00		205,000.00	160,300.00	44,700.00
Non URM	M	Bioengineering & Therapeutic Sciences	1.0000	Ladder Rank	Full - 4	229,750.00		172,100.00	172,100.00	
Non URM	F	Bioengineering & Therapeutic Sciences	1.0000	Ladder Rank	Full - 6	229,750.00	234,500.00		199,300.00	35,200.00
Matched Pair set 4										
URM	M	Bioengineering & Therapeutic Sciences	1.0000	Ladder Rank	Full - 4	229,750.00		361,029.00	172,100.00	188,929.00
Non URM	M	Bioengineering & Therapeutic Sciences	1.0000	Ladder Rank	Full - 4	229,750.00		172,100.00	172,100.00	

Tables 13-18: Gender status analyses: unadjusted campus-level median salary (X+Y), presence of Z (proportion), median Z payment, if present, and presence of acceleration (proportion) by gender and these values and their ratios by rank, doctorate type, and series.

Table 13. Unadjusted Presence of Z (Proportion) by Gender Status

Gender	July 2018		July 2017		July 2016	
	Presence of Z	N	Presence of Z	N	Presence of Z	N
Female	0.71	7	0.57	7	0.50	8
Male	0.18	11	0.25	12	0.14	14

Table 14. Unadjusted Median Z Pay, if Present by Gender Status

Gender	July 2018		July 2017		July 2016	
	Median Z	N	Median Z	N	Median Z	N
Female	15	5	16	4	13	4
Male	19	2	19	3	11	2

Table 15. Unadjusted Presence of Acceleration (Proportion) by Gender Status

Gender	July 2018		July 2017		July 2016	
	Accel	N	Accel	N	Accel	N*
Female	0.56	9	0.56	9	0.31	16
Male	0.29	17	0.21	19	0.14	28

*Note: 2016 N represents two years' data for each faculty, thus is double the N of faculty for each analysis

Table 16. Unadjusted Presence of Z (Proportion) and Ratios by Gender by Rank

Rank	Female		Male		2018 Female/Male Ratio	2017 Female/Male Ratio	2016 Female/Male Ratio
	Z	N	Z	N			
Assistant		0		0			0.00
Associate	1.00	1	0.00	3		0.00	0.00
Full	0.67	6	0.25	8	2.67	2.67	4.57

Table 17. Unadjusted Median Z and Pay Ratios, if Present, by Gender by Rank

Rank	Female		Male		2018 Female/Male Ratio	2017 Female/Male Ratio	2016 Female/Male Ratio
	Median	N	Median	N			
Assistant		0		0			0.00
Associate	5	1		0		0.00	0.00
Full	18	4	19	2	0.93	0.83	0.66

Table 18. Unadjusted Presence of Acceleration and Ratios by Gender by Rank

Rank	Female		Male		2018 Female/Male Ratio	2017 Female/Male Ratio	2016 Female/Male Ratio*
	Accel	N	Accel	N			
Assistant	0.00	1	0.25	4	0.00	0.00	0.00
Associate	0.00	1	0.25	4	0.00	0.00	0.00
Full	0.71	7	0.33	9	2.14	2.86	2.68

*Note: 2016 Ratio represents two years' data for each faculty, thus is double the N of faculty for each analysis

DEPARTMENT OF CLINICAL PHARMACY (CP)

Table 19 (CP). Unadjusted Median Pay (\$1,000s) and Pay Ratios by Gender by Series and Rank

Series Rank	Female				Male				2018 Female/Male Ratio		2017 Female / Male Ratio (X+Y)	2017 Female / Male Ratio (Y)	2016 Female / Male Ratio (X+Y)	2016 Female / Male Ratio (Y)	2015 Female / Male Ratio (X+Y)	2015 Female / Male Ratio (Y)
	Median X+Y	Median Y	N	Average Years Since Doctorate	Median X+Y	Median Y	N	Average Years Since Doctorate	X+Y	Y						
Adjunct																
Assistant			0		131	30	1	3.00	0	0			0	0	0	0
Associate			0		141	3	1	24.00	0	0	0	0	0	0	0	0
Full	185	13	2	14.50			0						0	0	0	0

Clinical X																
Assistant	134	30	4	4.00	144	32	1	7.00	0.93	0.96	0.99	0.95	1.01	0.91	1.07	0.92
Associate	154	27	2	13.50	153	23	2	15.50	1.01	1.19	0.99	1.18	1.01	1.29	0.97	0.76
Full	182	16	9	25.00	181	14	4	23.50	1.01	1.13	0.99	2.61	0.98	0.38	0.92	1.01
HS Clinical																
Assistant	140	31	2	15.00			0						0	0	0	0
Associate	163	25	1	26.00			0						1.14	1.93	1.08	1.81
Full	171	10	2	22.50	200	26	2	48.00	0.85	0.38	0.87	0.52	0.81	0.06	0.79	0.14
In Residence																
Assistant			0				0						0	0	0	0
Associate			0				0						0	0	0	0
Full	194	17	2	24.50			0						0	0	0	0
Ladder Rank																
Assistant			0				0						0	0	0	0
Associate			0				0						0	0	0	0
Full	208	8	1	27.00			0						0	0	0	0

Table 19 A: CP Matched Pairs on X + Y salaries, URM status, and high residuals

URM Status	Gender	Academic Department	App %	Series	Rank/Step	Median	Female	Male	X Pay (based on 100% appt)	Y Pay (based on 100% appt)
Matched Pairs set 1										
Non URM	F	Clinical Pharmacy	1.0000	Clinical X	Associate - 2	153,500.00	155,300.00		124,000.00	31,300.00
Non URM	F	Clinical Pharmacy	1.0000	Clinical X	Associate - 3	153,500.00	153,500.00		130,400.00	23,100.00
Non URM	M	Clinical Pharmacy	1.0000	Clinical X	Associate - 3	153,500.00		152,850.00	130,400.00	22,450.00
Non URM	M	Clinical Pharmacy	1.0000	Clinical X	Associate - 3	153,500.00		153,500.00	130,400.00	23,100.00

Matched Pairs set 2										
Non URM	M	Clinical Pharmacy	1.0000	Clinical X	Full - 1	168,150.00		162,100.00	138,300.00	23,800.00
URM	F	Clinical Pharmacy	1.0000	Clinical X	Full - 1	184,900.00	165,300.00		138,300.00	27,000.00
URM	F	Clinical Pharmacy	1.0000	Clinical X	Full - 2	184,900.00	167,850.00		149,000.00	18,850.00
Non URM	M	Clinical Pharmacy	1.0000	Clinical X	Full - 2	184,900.00		172,300.00	149,000.00	23,300.00
URM	F	Clinical Pharmacy	1.0000	Clinical X	Full - 2	184,900.00	168,150.00		149,000.00	19,150.00
Non URM	F	Clinical Pharmacy	1.0000	Clinical X	Full - 3	184,900.00	176,350.00		160,300.00	16,050.00
Matched Pairs set 3										
Non URM	F	Clinical Pharmacy	1.0000	Clinical X	Full - 4	184,900.00	182,100.00		172,100.00	10,000.00
Non URM	M	Clinical Pharmacy	1.0000	Clinical X	Full - 5	184,900.00		189,900.00	184,900.00	5,000.00
Non URM	F	Clinical Pharmacy	1.0000	Clinical X	Full - 6	184,900.00	209,300.00		199,300.00	10,000.00
Non URM	F	Clinical Pharmacy	1.0000	Clinical X	Full - 6	184,900.00	209,300.00		199,300.00	10,000.00
Matched Pairs set 4										
Non URM	M	Clinical Pharmacy	1.0000	HS Clinical	Full - 2	184,900.00		187,700.00	149,000.00	38,700.00
Non URM	F	Clinical Pharmacy	1.0000	HS Clinical	Full - 2	184,900.00	159,000.00		149,000.00	10,000.00
Non URM	F	Clinical Pharmacy	1.0000	HS Clinical	Full - 4	184,900.00	182,100.00		172,100.00	10,000.00
Non URM	M	Clinical Pharmacy	1.0000	HS Clinical	Full - 6	184,900.00		212,700.00	199,300.00	13,400.00
Matched Pairs set 5										
URM	F	Clinical Pharmacy	1.0000	Clinical X	Assistant - 3	134,950.00	137,000.00		105,800.00	31,200.00
URM	M	Clinical Pharmacy	1.0000	Adjunct	Assistant - 2	137,250.00		130,900.00	100,500.00	30,400.00
Non URM	F	Clinical Pharmacy	1.0000	HS Clinical	Assistant - 2	134,950.00	132,900.00		100,500.00	32,400.00
Non URM	F	Clinical Pharmacy	1.0000	Clinical X	Assistant - 2	134,950.00	130,900.00		100,500.00	30,400.00
Non URM	F	Clinical Pharmacy	1.0000	Clinical X	Assistant - 2	134,950.00	130,900.00		100,500.00	30,400.00
Non URM	F	Clinical Pharmacy	1.0000	Clinical X	Assistant - 4	134,950.00	141,600.00		111,900.00	29,700.00
Non URM	M	Clinical Pharmacy	1.0000	Clinical X	Assistant - 4	134,950.00		143,600.00	111,900.00	31,700.00
High residuals										
Non URM	F	Clinical Pharmacy	1.0000	Adjunct	Full - 4	184,900.00	196,327.00		172,100.00	24,227.00
Non URM	F	Clinical Pharmacy	1.0000	Adjunct	Full - 4	184,900.00	174,600.00		172,100.00	2,500.00

Tables 20-26: Gender status analyses: unadjusted campus-level median salary (X+Y), presence of Z (proportion), median Z payment, if present, and presence of acceleration (proportion) by gender and these values and their ratios by rank, doctorate type, and series.

Table 20. Unadjusted Presence of Z (Proportion) by Gender Status

Gender	July 2018		July 2017		July 2016	
	Presence of Z	N	Presence of Z	N	Presence of Z	N
Female	0.40	25	0.32	22	0.31	26
Male	0.45	11	0.18	11	0.31	13

Table 21. Unadjusted Median Z Pay, if Present by Gender Status

Gender	July 2018		July 2017		July 2016	
	Median Z	N	Median Z	N	Median Z	N
Female	4	10	5	7	3	8
Male	4	5	2	4	4	4

Table 22. Unadjusted Presence of Acceleration (Proportion) by Gender Status

Gender	July 2018		July 2017		July 2016	
	Accel	N	Accel	N	Accel	N*
Female	0.06	35	0.06	32	0.02	52
Male	0.00	14	0.00	15	0.04	26

*Note: 2016 N represents two years' data for each faculty, thus is double the N of faculty for each analysis

Table 23. Unadjusted Presence of Z (Proportion) and Ratios by Gender by Rank

Rank	Female		Male		2018 Female/Male Ratio	2017 Female/Male Ratio	2016 Female/Male Ratio
	Z	N	Z	N			
Assistant	0.33	6	0.00	2			0.00
Associate	0.33	3	0.33	3	1.00		1.25
Full	0.44	16	0.67	6	0.66	0.54	0.96

Table 24. Unadjusted Median Z and Pay Ratios, if Present, by Gender by Rank

Rank	Female		Male		2018 Female/ Male Ratio	2017 Female/ Male Ratio	2016 Female/ Male Ratio
	Median	N	Median	N			
Assistant	2	2		0			0.00
Associate	5	1	1	1	10.00		1.50
Full	5	7	4	4	1.25	1.64	1.00

Table 25. Unadjusted Presence of Acceleration and Ratios by Gender by Rank

Rank	Female		Male		2018 Female/ Male Ratio	2017 Female/ Male Ratio	2016 Female/ Male Ratio*
	Accel	N	Accel	N			
Assistant	0.00	8	0.00	2			0.00
Associate	0.00	6	0.00	5			0.00
Full	0.10	21	0.00	7			0.41

*Note: 2016 Ratio represents two years' data for each faculty, thus is double the N of faculty for each analysis

Table 26. Unadjusted Presence of Z (Proportion) and Ratios by Gender by Doctorate Type

Doctorate Type	Female		Male		2018 Female/ Male Ratio	2017 Female/ Male Ratio	2016 Female/ Male Ratio
	Z	N	Z	N			
None	0.00	1		0			0.00
Research	0.00	4	0.00	1			0.00
Clinical	0.53	19	0.63	8	0.84	0.93	1.01
Both	0.00	1	0.00	2			0.00

DEPARTMENT OF PHARMACEUTICAL CHEMISTRY (PC)

Table 27 (PC). Unadjusted Median Pay (\$1,000s) and Pay Ratios by Gender by Series and Rank

Series Rank	Female				Male				2018 Female/ Male Ratio		2017 Female/ Male Ratio (X+Y)	2017 Female/ Male Ratio (Y)	2016 Female/ Male Ratio (X+Y)	2016 Female/ Male Ratio (Y)	2015 Female/ Male Ratio (X+Y)	2015 Female/ Male Ratio (Y)	
	Median X+Y	Median Y	N	Average Years Since Doctorate	Median X+Y	Median Y	N	Average Years Since Doctorate	X+Y	Y							
Adjunct																	
Assistant			0				0							0	0	0	0
Associate			0				0							0	0	0	0
Full	172		1	32.00			0				1.00		1.00	0	1.00	0	
Clinical X																	
Assistant			0				0							0	0	0	0
Associate			0				0							0	0	0	0
Full			0				0							0	0	0	0

HS Clinical																
Assistant			0				0						0	0	0	0
Associate			0				0						0	0	0	0
Full			0				0						0	0	0	0
In Residence																
Assistant			0		141	24	2	8.00	0	0	0	0	0	0	0	0
Associate			0				0				1.18	2.72	1.08	1.44	1.08	1.20
Full	185	47	1	21.00	184	36	3	16.00	1.01	1.29	0	0	0	0	0	0
Ladder Rank																
Assistant			0		141	35	1	2.00	0	0			0	0	0	0
Associate	174	25	1	23.00	175	45	1	11.00	0.99	0.56	0.83	0	0.85	0	0.85	0
Full	204	25	2	31.50	237	36	12	27.50	0.86	0.70	0.70	0.60	0.68	0.57	0.70	0.61

Table 27 A: PC Matched Pairs on X + Y salaries, and low residual

URM Status	Gender	Academic Department	App %	Series	Rank/Step	Median	Female	Male	X Pay (based on 100% appt)	Y Pay (based on 100% appt)
Matched Pair set 1										
Non URM	M	Pharmaceutical Chemistry	1.0000	Ladder Rank	Associate - 3	174,650.00		175,400.00	130,400.00	45,000.00
Non URM	F	Pharmaceutical Chemistry	1.0000	Ladder Rank	Associate - 5	174,650.00	173,900.00		148,900.00	25,000.00

Matched Pairs set 2										
Non URM	F	Pharmaceutical Chemistry	1.0000	In Residence	Full - 1	185,379.00	185,300.00		138,300.00	47,000.00
Non URM	M	Pharmaceutical Chemistry	1.0000	In Residence	Full - 1	194,900.00		184,118.00	149,000.00	35,118.00
Non URM	M	Pharmaceutical Chemistry	1.0000	In Residence	Full - 1	194,900.00		183,300.00	138,300.00	45,000.00
Non URM	M	Pharmaceutical Chemistry	1.0000	In Residence	Full - 2	194,900.00		185,458.00	149,000.00	36,458.00
Matched Pairs set 3										
Non URM	M	Pharmaceutical Chemistry	1.0000	Ladder Rank	Full - 2	194,900.00		194,000.00	149,000.00	45,000.00
Non URM	M	Pharmaceutical Chemistry	1.0000	Ladder Rank	Full - 3	194,900.00		192,000.00	160,300.00	31,700.00
Non URM	F	Pharmaceutical Chemistry	1.0000	Ladder Rank	Full - 5	194,900.00	194,900.00		184,900.00	10,000.00
Matched Pair set 4										
Non URM	M	Pharmaceutical Chemistry	1.0000	Ladder Rank	Full - 4	194,900.00		212,100.00	172,100.00	40,000.00
Non URM	F	Pharmaceutical Chemistry	1.0000	Ladder Rank	Full - 4	194,900.00	212,100.00		172,100.00	40,000.00

Low Residual										
Non URM	M	Pharmaceutical Chemistry	1.0000	Ladder Rank	Assistant - 3	140,610.00		140,610.00	105,800.00	34,810.00
Non URM	M	Pharmaceutical Chemistry	1.0000	In Residence	Assistant - 3	140,511.50		141,123.00	105,800.00	35,323.00
Non URM	M	Pharmaceutical Chemistry	1.0000	In Residence	Assistant - 5	140,610.00		139,900.00	126,700.00	13,200.00

Pharmaceutical Chemistry

Tables 28-37: Gender status analyses: unadjusted campus-level median salary (X+Y), presence of Z (proportion), median Z payment, if present, and presence of acceleration (proportion) by gender and these values and their ratios by rank, doctorate type, and series.

Table 28. Unadjusted Presence of Z (Proportion) by Gender Status

Gender	July 2018		July 2017		July 2016	
	Presence of Z	N	Presence of Z	N	Presence of Z	N
Female	0.40	5	0.20	5	0.20	5
Male	0.32	19	0.37	19	0.21	19

Table 29. Unadjusted Median Z Pay, if Present by Gender Status

Gender	July 2018		July 2017		July 2016	
	Median Z	N	Median Z	N	Median Z	N
Female	8	2	10	1	10	1
Male	28	6	25	7	4	4

Table 30. Unadjusted Presence of Acceleration (Proportion) by Gender Status

Gender	July 2018		July 2017		July 2016	
	Accel	N	Accel	N	Accel	N*
Female	0.00	6	0.00	5	0.00	10
Male	0.14	28	0.15	27	0.05	38

*Note: 2016 N represents two years' data for each faculty, thus is double the N of faculty for each analysis

Table 31. Unadjusted Presence of Z (Proportion) and Ratios by Gender by Rank

Rank	Female		Male		2018 Female/Male Ratio	2017 Female/Male Ratio	2016 Female/Male Ratio
	Z	N	Z	N			
Assistant		0	0.33	3	0.00	0.00	0.00
Associate	1.00	1	0.00	1		0.00	0.00
Full	0.25	4	0.33	15	0.75	0.00	0.00

Table 32. Unadjusted Median Z and Pay Ratios, if Present, by Gender by Rank

Rank	Female		Male		2018 Female/Male Ratio	2017 Female/Male Ratio	2016 Female/Male Ratio
	Median	N	Median	N			
Assistant		0	25	1	0.00	0.00	0.00
Associate	10	1		0			0.00
Full	5	1	30	5	0.17	0.00	0.00

Table 33. Unadjusted Presence of Acceleration and Ratios by Gender by Rank

Rank	Female		Male		2018 Female/Male Ratio	2017 Female/Male Ratio	2016 Female/Male Ratio*
	Accel	N	Accel	N			
Assistant		0	0.00	6			0.00
Associate	0.00	2	0.11	9	0.00	0.00	0.00
Full	0.00	4	0.23	13	0.00	0.00	0.00

*Note: 2016 Ratio represents two years' data for each faculty, thus is double the N of faculty for each analysis

Table 34. Unadjusted Presence of Z (Proportion) and Ratios by Gender by Doctorate Type

Doctorate Type	Female		Male		2018 Female/Male Ratio	2017 Female/Male Ratio	2016 Female/Male Ratio
	Z	N	Z	N			
None		0		0			0.00
Research	0.40	5	0.33	18	1.20	0.54	0.95
Clinical		0		0			0.00
Both		0	0.00	1			0.00

Table 35. Unadjusted Median Z Pay and Pay Ratios, if present, by Gender by Doctorate Type

Doctorate Type	Female		Male		2018 Female/ Male Ratio	2017 Female/ Male Ratio	2016 Female/ Male Ratio
	Median	N	Median	N			
None		0		0			0.00
Research	8	2	28	6	0.27	0.40	2.86
Clinical		0		0			0.00
Both		0		0			0.00

Table 36. Unadjusted Presence of Acceleration (Proportion) and Pay Ratios by Gender by Doctorate Type

Doctorate Type	Female		Male		2018 Female/ Male Ratio	2017 Female/ Male Ratio	2016 Female/ Male Ratio*
	Accel	N	Accel	N			
None		0		0			0.00
Research	0.00	6	0.15	27	0.00	0.00	0.00
Clinical		0		0			0.00
Both		0	0.00	1			0.00

*Note: 2016 Ratio represents two years' data for each faculty, thus is double the N of faculty for each analysis

Table 37. Unadjusted Presence of Acceleration (Proportion) and Ratios by Gender by Series

Series	Female		Male		2018 Female/ Male Ratio	2017 Female/ Male Ratio	2016 Female/ Male Ratio*
	Accel	N	Accel	N			
Adjunct	0.00	1		0			0.00
Clinical X		0		0			0.00
HS Clinical		0		0			0.00
In Residence	0.00	2	0.13	8	0.00	0.00	0.00
Ladder Rank	0.00	3	0.15	20	0.00	0.00	0.00

*Note: 2016 Ratio represents two years' data for each faculty, thus is double the N of faculty for each analysis