

*President and Provost’s Council on Women (PPCW)*  
*Task Force Report: Pay Equity*  
 March 2021

---

### Task Force Members

Joyce Chen (co-chair)	Associate Professor	Ag., Environ., and Development Economics
Kristen Cole (co-chair)	Senior Director of Operations	Comprehensive Cancer Center
Bella Mehta	Professor	College of Pharmacy
Andrea Williams	Director	The Women’s Place
Grace Johnson	Chief of Staff	Office of Diversity and Inclusion

### Grand Challenge

Eliminate the pay gap for women, in all disciplines and all levels and especially for women of color for whom the pay gap is even wider.

### Context

Ohio State took the first step by publicly committing to pay equity. Aligning practices and policies with that commitment will ultimately erase the gender pay gap. When the pay gap is eliminated in an organization, it transforms the workplace. Retention rates rise, engagement and productivity increase, and more women reach senior leader roles.

Ohio State is a founding member of The Columbus Commitment: Achieving Pay Equity and has publicly stated its support of pay equity. We believe significant, sustained effort must be made to achieve this goal at Ohio State. In-depth analysis of Ohio State faculty pay has shown a persistent gap between men and women faculty, even when considering discipline, years in career, and other factors. Analysis of staff pay is not easily done with the current inconsistent classification and job levels. Career Roadmap will help enable a more robust analysis of the pay gap between men and women staff.

### Rationale and data

Ohio State strives to be the employer of choice in central Ohio. As a recognized leader in the community, and a founding signer of “[The Columbus Commitment: Achieving Pay Equity](#)” the University must fulfill this commitment and should be among the first employers in central Ohio to achieve true gender pay equity.

As documented in the Faculty Compensation and Benefits Committee’s [2017-18 Annual Report](#) and in a [peer reviewed publication](#) co-authored by Joyce Chen, PPCW chair-elect, **the gap in faculty annual base salary due to gender ranges from 9-11% at Ohio State**, even after accounting for factors such as years of service, clinical appointments, department, and race. This gap increased dramatically in 2012 and has not yet declined (2006-2011: min = 6.8%, max = 10.4%, mean = 7.9%; 2012-2016: min = 13.0%, max = 14.4%, mean = 13.4%). The **magnitude of the gender pay gap for staff is unknown** as comparable staff positions cannot be identified in the absence of a career framework and job family model.

Due to an insufficient number of faculty women of color at Ohio State, the intersectionality of this issue cannot be assessed as rigorously. However, the overall gender pay gap at Ohio State is very similar to the gender pay gap for the US more broadly, suggesting that national “equal pay days” can also serve as a reference for the extent to which race exacerbates the gender gap at the University. According to the [American Association of University Women](#), in 2021,

- Asian American and Pacific Islander Women’s Equal Day is March 9. Asian American and Pacific Islander women are paid 85 cents for every dollar paid to white men.
- All Women’s Equal Pay Day is March 24. Women working full time and year round are paid 82 cents for every dollar paid to a man who works full time and year round.
- Black Women’s Equal Pay Day is August 3. Black women are paid 63 cents for every dollar paid to white men.

- Native American Women's Equal Pay Day is September 8. Native women are paid 60 cents for every dollar paid to white men.
- Latina's Equal Pay Day is October 21. Latinas are paid 55 cents for every dollar paid to white men.

A review of Ohio State policies related to pay equity revealed that the burden of pursuing equitable pay falls on the individual. Faculty must initiate a grievance process, while no formal process exists for staff pursuing equitable pay. This is not consistent with the University's shared values, which instead imply that

- Pay equity is an institutional, not individual, responsibility that should be addressed proactively.
- Adjudication of pay equity concerns should be done transparently.
- University leaders and managers must be accountable for inequities that persist in their units.

## Recommendations

### **Recommendation #1: Equip the Diversity Dashboard to include disaggregated assessment of pay disparities for faculty.**

- Increase transparency regarding assessment of pay disparities and practices both across and within units/colleges/campuses.
- Publish findings from recent Mercer faculty compensation study.

### **Recommendation #2: Establish a policy and process for staff pay equity appeals, similar to the faculty policy ([OAA Policy, Volume 1, Chapter 3, 2.0](#))**

### **Recommendation #3: Require unit heads to review and establish a plan to remedy all pay disparities at or exceeding 5%.**

- Empower grievance committees to review and adjudicate cases as needed.
- HR provides support to identify patterns related to external equity (parity with peer institutions), internal equity (parity with peers with unit/college/university), and salary compression/inversion.
- Provide funds for equity adjustments outside of AMCP. Funds available for retention should be available for equity as well.
- Require periodic (three year cycle) pay equity reviews. Recurrent inequities should be addressed with mentoring and performance plans, with assistance from HR.

### **Recommendation #4: Assess gender disparities in total compensation.**

- Make data on supplemental pay, bonuses, etc. available via the public-facing HR platform and the Diversity Dashboard.
- Assess gender differences in utilization of benefits.
- Address role of pay disparities in the perpetuation of the gender wealth gap.

### **Recommendation #5: Implement career framework and job family model (e.g., Career Roadmap).**

- Ensure consideration of gender issues by including representatives of PPCW and USAC in the design and implementation processes.
- Establish a policy and process for appeals of job classifications.

### **Recommendation #6: Review hiring and compensation practices for non-tenure track faculty including clinical, research, practice, lecturers and adjuncts.**

- Assess pay disparities within the university and in comparison, to peer institutions.
- Assess pay disparity with tenure track faculty in view of differences in position descriptions as well as contributions to the University's mission.