

Faculty Salary Equity Program
For Rutgers Faculty Represented by AAUP-AFT

Frequently Asked Questions

Q1: Article 8, Part Five, Section B of the Rutgers-AAUP-AFT collective negotiations agreement provides a process for salary equity adjustment reviews. What is an “equity adjustment” as stipulated in the Agreement?

An equity adjustment is an increase in base salary when a determination has been made by the University that such adjustment is warranted based on factors such as external market salary benchmarks within relevant markets, the faculty member’s individual benchmarking information, including, but not limited to, teaching, service and research achievements, and other relevant accomplishments, compared to relevant peers (“relevant peers” may include faculty at other Rutgers campuses).

Q2: Who is eligible to participate in the Faculty Salary Equity Program?

Faculty members who are represented by the AAUP-AFT may avail themselves of this process.

Q3: How does a faculty member request a salary equity adjustment review?

The request for an equity adjustment review is initiated by the faculty member. A faculty member requesting an equity adjustment review must submit a written request with supporting documentation to the Dean and to Compensation Services (payequityfaculty@hr.rutgers.edu). The faculty member should complete the “Faculty Salary Equity Review Request” form which can be found at the following URL under “Faculty Salary Equity Review:” <https://academiclaborrelations.rutgers.edu/resources>. Suggested models for faculty equity narratives can be found at the same URL.

Q4: What documents should a faculty member submit in support of the request?

Guidelines concerning supporting documentation can be found at <https://academiclaborrelations.rutgers.edu/sites/default/files/Faculty%20Salary%20Equity%20Review%20Guidelines%20revision.pdf>.

Q5: What is the Dean’s role in this process?

The Dean has a central role in evaluating the faculty member’s written request and supporting information, including any relevant peers (comparators) highlighted in the request. The Dean shall submit to Compensation Services and to the faculty member written comments in response to the request for a salary equity adjustment. The Dean does not make a recommendation as to the size of the salary equity adjustment, if any. Additional information concerning the responsibilities of the Dean can be found at

<https://academiclaborrelations.rutgers.edu/sites/default/files/Faculty%20Salary%20Equity%20Review%20Guidelines%20revision.pdf>.

Q6: How does Compensation Services conduct its review of the faculty member's request for a salary equity adjustment?

Compensation Services reviews the faculty member's request for an equity adjustment and supporting documentation, the Dean's written comments, and collects and reviews any other information it deems relevant to the inquiry. This may include further consultation/clarification with the Dean.

In line with common compensation practice in salary equity reviews, Compensation Services utilizes regression analysis including comparing the pay of the requestor faculty member with the pay of relevant peers identified/confirmed by the Dean. Compensation Services communicates the results of its review and the basis for its results, in writing, to the faculty requestor and respective Chancellor. If Compensation Services recommends an equity adjustment, its written results will include the amount of the recommended increase.

Q7: What is the purpose of using regression analysis in this process?

It is important to underscore that the academic standing and performance of the faculty requestor and comparators are very much at the core of identifying appropriate salary adjustments through this process. In order to better understand salary differentials, and in line with common compensation practice in salary equity reviews, Compensation Services utilizes regression analysis. Regression techniques are utilized to model the relationship between a measure of compensation and an array of explanatory factors. A salary differential (pay gap) may be explained by legitimate relevant pay factors, including title, rank, department, and salary plan for faculty. For librarians, the legitimate relevant pay factors include professional librarian experience (prior to hire at Rutgers), time at Rutgers, job title/rank description, and date in rank. However, there are instances where a pay gap or portion of a pay gap may not be immediately attributable to legitimate pay relevant factors. A regression analysis is utilized to better understand which portions of salary differentials can be readily explainable and which cannot. The Chancellor's final determination is reflective of a holistic assessment of academic accomplishments, standing, and performance.

Q8: What does the "unexplainable pay gap" mean?

The "Unexplainable Pay Gap" represents the portion of the Requestor/Comparator pay gap that cannot immediately be explained by the legitimate pay relevant factors utilized in the regression analysis. An unexplainable pay gap expressed as a positive number suggests that the level of compensation is appropriate given the pay relevant factors utilized in the salary analysis. Therefore, there would be no recommendation for a change in compensation. An unexplainable pay gap expressed as a negative number suggests that a salary adjustment in some amount should be considered.

Q9: What happens if a faculty member disagrees with the result of the salary equity adjustment review conducted by Compensation Services?

The faculty member may submit a written response regarding the result to the Chancellor. Such response should be submitted to chancellorsalaryequity@hr.rutgers.edu.

Q10: What is the Chancellor's role in this process?

In all instances, the amount of an increase, if any, will be determined by the Chancellor, or designee, in consultation with the Dean and Compensation Services. The Chancellor, or designee, shall be responsible for approving such increase, if any, and for communicating such decision to the faculty requestor.

Q11: If a salary equity adjustment request is approved, what is the effective date of payment?

Approved salary equity adjustments will be paid retroactive to the date the request was submitted.

Q12: If a faculty member disagrees with the final determination of their salary equity adjustment request, can the faculty member appeal the decision of the Chancellor?

Yes. The Chancellor's determination may be appealed to the Executive Vice President for Academic Affairs who issues the final decision on appeals. Information concerning the appeal process, including timelines, is set forth in the Chancellor's written determination.

Q13: How are comparators chosen?

Faculty members initiating the request recommend comparators and the Dean provides information and feedback regarding the comparators, including whether the comparators are sufficiently similar to the comparator based on job-related dimensions such as discipline, teaching, research, service and other accomplishments, and whether they are appropriate for use in subsequent steps of the process.

Q14: How does Compensation Services account for variations in the structure of faculty salary (e.g., some faculty are paid on academic year vs calendar year appointments, some receive additional compensation such as coadjutant appointments and summer salary) during its review?

For comparability across all faculty, only base salaries are considered during the review. For purposes of calculating the total requestor-comparator pay difference, comparators'

salaries were first adjusted to be on the same basis (academic or calendar year) as the salary of the requestor. For example, if the requestor is on an academic year basis, any comparator salaries that are paid on a calendar year basis are first adjusted to an academic year basis.

Q15: How do the available fiscal resources of a school or department factor into the salary equity adjustment review and determination?

A school or department's available fiscal resources are not a factor in the salary equity adjustment review or determination.

Q16: Do pending salary equity adjustment requests impact the processes relating to reappointment, non-reappointment or promotion?

No. The salary equity adjustment process is a separate and distinct process. A pending salary equity adjustment review is not considered when decisions concerning reappointment, non-reappointment, or promotion are made.

Q17: Is compensation relating to stipends, secondary appointments, summer salary or other similar appointments considered in the review of a salary equity adjustment request?

No. Salary equity adjustment requests are limited to adjustments to a faculty member's base salary. Compensation beyond base salary is not considered in reviewing salary equity adjustment requests.

Q18: Can a pending salary equity request be withdrawn by the faculty requestor?

Yes. A faculty member may withdraw a pending salary equity adjustment request at any time by written notification to Compensation Services and the Dean.

Q19: How do merit increases to base salary factor into review and determination of a salary equity adjustment request?

The process relating to merit salary increases is separate and distinct from the salary equity adjustment review process. Since merit increases are applied to a faculty member's base salary, merit increases previously awarded to a faculty member are taken into consideration during the salary equity adjustment review. Therefore, when making its determination with respect to a salary equity adjustment request, Compensation Services takes into consideration the faculty requestor's current base salary at the time of submission of the request, including any merit awarded prior to that date.

Questions concerning the Faculty Salary Equity Program should be directed to the Office of Academic Labor Relations (oa1r@oq.rutgers.edu).