



**MEMORANDUM**

To: Vice Presidents, Chancellors, Deans  
From: Elizabeth S. Chilton, Provost and Executive Vice President  
Subject: Salary Equity Process – Revised August 2022  
Date: August 30, 2022

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This memorandum provides a revision to Washington State University's (WSU) annual faculty salary equity process. All full-time career- and tenure-track faculty will be eligible. Career-track faculty are considered full-time at 1.0 FTE. Tenure-track faculty are considered full-time at .75 FTE and above. Administrative faculty above the level of chair or director are not included.

The overarching goal of the faculty salary equity process is to incrementally reduce salary anomalies, and thereby support equity at the unit, college, and intra-unit cross-campus levels. This process will be refined and repeated annually. The Provost's Office will create a webpage after this year's process is complete to document results and track progress over time.

Information regarding this year's revised process and timeline are provided below for your careful review and preparation.

**PROCESS**

- *Data and Initial Review Phase*
  - The Office of Institutional Research (IR) created an excel file in July based on a December 31, 2021, snapshot containing requisite faculty information for each college and campus.
  - On August 2, 2022, the Provost's Office placed a comprehensive excel file on a secure TEAMS site and notified deans, chancellors, area finance officers (AFO), and vice chancellors for academic affairs (VCAA).
  - On August 29, 2022, the Provost's Office modified the "raw data" tab on the existing excel file on the secure Teams site and added the following three columns: "Performance evaluation," "Proposed annual salary adjustment," and "Dean's Analysis."
  - The respective AFO will review and update their faculty information to ensure it is current on the tab titled "raw data," including adding/deleting any faculty that have been hired or separated after the snapshot date. The respective AFO will distribute department-level files to units. The excel file will include all faculty in the unit, regardless of campus location.
  
- *Unit-Level Review Phase*
  - The respective college AFO will review the provided excel file and identify outliers (>1SD below the mean) for each department and school in the college. Don Holbrook is available to provide assistance with this step, if needed.
    - Means should be calculated for each rank, separately for tenure-track and career-track faculty.

- Small units, or units with small numbers of faculty in a particular rank and track, may not be able to rely on the >1SD below the mean as a rule of thumb for identifying outliers. In those cases, the respective college AFO will determine which faculty appear to be substantially below others. The methodology used for this determination must be referenced in the analyses that are submitted via memorandums from the units and college.
  - In the “Performance evaluation” column, the chair/director will respond “yes” if the faculty member has had an unsatisfactory annual review or other documented performance in the last five (5) years.
  - The chair/director will also provide the proposed salary for outliers in the “Proposed annual salary adjustment” column.
    - Because the mass salary increase (MSI) in September will change base salaries, please provide the recommended annual amount you propose for adjustment, rather than the proposed new base salary.
- *College-Level Review Phase*
  - The AFO will compile unit data into a new college-level excel file in the TEAMS site.
  - The dean, in consultation with relevant VCAA(s), examines all unit analyses. Analysis should be part of a strategic plan to reduce inequities.
  - In the final column denoted “Dean’s Analysis,” the dean will indicate “yes” if they agree with the chair/director analysis or “no” if they do not agree the analysis.
  - If the dean and VCAA disagree, each may submit their own analysis in the above column.
  - The AFO will upload the college excel file to the TEAMS site and then email Laura Hill ([laurahill@wsu.edu](mailto:laurahill@wsu.edu)) and Don Holbrook ([holbrook@wsu.edu](mailto:holbrook@wsu.edu)) to confirm the upload has been successfully completed. This needs to be received no later than November 18<sup>th</sup> to be considered for this year.
- *Provost-Level Review Phase*
  - The Provost’s Office will review all recommendations and make the final determinations using the information provided. We will contact the Dean’s office to seek clarification as needed.
    - Given that we have allocated \$1M system-wide for this initial iteration of the faculty salary equity process, we will likely not be able to address all proposed salary adjustments this year.

### 2022-2023 TIMELINE

- July 1: IR supplied the excel file to the Provost’s Office
  - August 1: Provost’s Office supplied college/campus files to deans/VCAAs
  - August 29: Provost’s Office modified the “raw data” tab on the existing excel file on the secured Teams site and added the three columns as referenced on page 1
  - By September 16: Deans/VCAAs review for errors
  - \*By October 15: Chairs/directors return files to Area Finance Officers (AFOs)
  - \*By October 22: Deans and VCAAs confer on analysis for faculty on campuses different from department/school home
  - November 18: AFOs upload comprehensive college excel with analysis to the TEAMS site. College files should include all unit faculty, regardless of campus location, and should include the appropriate VCAA analysis if different from that of the dean
  - December 9: Provost’s Office supplies final decisions to HRS for entry into Workday
  - January 15, 2023: Salary adjustments applied
- \*Recommended dates for processes internal to college*

### QUESTIONS

Questions can be directed to Laura Hill, Senior Vice Provost, at [laurahill@wsu.edu](mailto:laurahill@wsu.edu) or Don Holbrook, Budget Director for Academic Affairs, at [holbrook@wsu.edu](mailto:holbrook@wsu.edu). We appreciate your participation in this critical process and look forward to engaging with academic leadership to incrementally reduce salary inequities

### CONSIDERATIONS

- HRS will need to have the analyses for salary adjustments by December 1, 2022. In order to get these files out to you with enough lead time to process everything, the salaries in the file will not take into account the September 2022 Mass Salary Increase (MSI). However, the relative standing of people's salaries will remain the same even after the MSI, so the MSI will not affect the process.
- ADRs are excluded from consideration in this process.