

Financial Affairs Report to TFSC for March 2021 meeting

The Senate Financial Affairs Committee (SFAC) met on 2/24/21 with participation from TFSC Senators. Vice Provost Tony Jiga presented the results of the equity and the inversion studies.

a. Compensation equity study

TFSC and CFSC had asked for such a study three years ago on issues of equity, that is, issues of discriminatory compensation based on gender, ethnicity, etc. This study was done by consultants Charles River Associates under the supervision of law firm Orrick, hired by NYU. TFSC Senators had asked to help define the methodology of the study and see preliminary results, but these requests were denied.

We have not seen the actual full finished study, but David Lamoreaux of CRA, an author of the study, came to the SFAC meeting and answered questions on the study. It is our understanding that David Lamoreaux had also appeared to answer questions in meetings with deans. The outline of the presentation of David Lamoreaux is attached at the end of this report. Notice that the results presented in this outline are incomplete, with results omitted in cases of small numbers.

Because we have not seen the actual full study, we reserve judgment on the validity of its results. For example, we do not know even the basic statistical properties of the model, such as identification, statistical fit, multi-collinearity, effects across variables, and sensitivity to variation of model specifications, among others. We also do not know what hypotheses were tried and rejected. We have asked and will ask again for the full model specifications and results. Only after seeing the full model and its full results, we will be able to pass judgement in its validity.

Keeping in mind the above reservations, the following is a summary of the presentation at SFAC. David Lamoreaux stated that the study tested statistically whether faculty with different characteristics in terms of gender, ethnicity etc., but otherwise the same in terms of specialty, rank, years of service, etc. are compensated equally or not. It seems that the hypothesis tested was that there is no difference in pay based on gender and ethnicity and the statistical test was done separately for each school based on 2019 data. According to David Lamoreaux's presentation at SFAC, the result was that there was "no systemic disparities" (his words) in compensation based on gender and ethnicity. This seems to be a judgement call by David Lamoreaux and the Orrick lawyers as the presented results showed significant differences in pay based on gender and ethnic characteristics.

The results we were given are in pages 15 to 26 of the attachment. In these tables, women, and ethnic minorities are underpaid whenever the number under "standard deviation" is negative, and the larger the number, the more are women or minorities underpaid as a group. However, not having seen the full model, we cannot say by how many dollars are (for example) women underpaid or even by what percentage of the average pay they are underpaid. We also do not know how many faculty are in the groups that are underpaid.

We encourage you to share the results of your School with the faculty council of your school and talk about them with your dean.

There were many questions during the presentation. Noting that women may be delayed in promotion decisions compared to men, a TFSC Senator noted that the model was ignoring that issue, and whether omitting rank in the model could have been used instead to possibly uncover that type of discrimination.

The University has brought the study to the attention of the deans and has committed to redoing the study after three years. As TFSC we will ask to be included in the design of this study.

b. Compensation inversion study

TFSC and CFSC had asked for such a study. For years the University would not acknowledge the inversion problem. Results were presented by Vice Provost Tony Jiga. Results show that very significant percentages of higher ranked professors are paid less than one and often two or more lower-ranked faculty.

- 119 of 843 full professors (14%) earn less than two or more lower-ranked professors within their respective departments.
- 86 of 843 full professors (10%) earn less than a single lower-ranked professor within their respective departments.
- 44 of 446 associate professors (10%) earn less than two or more lower ranked professors within their respective departments.
- 38 of 446 associate professors (9%) earn less a single lower-ranked professor within their respective departments.

For this study, we did not receive detailed numbers by School as in the equity study. We also did not receive any information of the extent of the compensation disparity, for example whether the full professor was paid 10% or 25% less than a lower-rank professor. We are aware that the Provost's office brought this to the attention of the deans, and presumably they received an analysis per school that we did not receive. Of the 163 cases in which two or more lower-ranked faculty earned more than a faculty member in a department, 60 adjustments (37%) were recommended by the deans. When only one lower-ranked faculty earned more, deans recommended increases in only 10 of the 124 cases (8%). Various reasons were given by the deans (see page 12 of the attachment) for not adjusting compensation in the vast majority of the inversion cases. The deans recommended no adjustment in 63% of the cases when two or more lower-ranked faculty earning more and in 92% of the cases when one lower-ranked faculty earned more. So, although the study identified a very significant inversion problem in compensation, the remedy seems very feeble or lacking.

We believe that the inversion problem, now quantified, is very significant. However, to a large extent it seems to be ignored, even after identified. We encourage you to share the results of your School with the faculty council of your School and talk about them with your dean. We expect that the Executive Committee will discuss it with the Provost and the President.

c. Financial results and projections

We received financial information on the progress of year 2021 and basic parameters for year 2022. The released document is attached to the report. In very broad terms, Financial Year 2021 went as expected in the summer of 2021. There were significant impacts (revenue reduction) in housing and dining (mainly from single student accommodation in dorms), some tuition loss, and some fundraising loss, in total \$269 million. There were additional costs in public health, operations, and global, in total \$134 million. These losses and costs were balanced against the operating budget surplus of \$106 million and the special mitigation. The mitigation of \$297 million included a freeze of discretionary “Other than Personnel Expenses” (\$193 million), hiring freeze (\$50 million), AMI freeze (\$37 million), and debt service delays (\$15 million). Keep in mind that all these are for the Washington Square campus that has a budget of \$3.6 billion and excludes the medical school and hospital. So very broadly, the pandemic reduced revenue by 7% and NYU had to spend 4% of its budget in new required expenses. These were counterbalanced by giving up the projected yearly surplus of 3% and by the special mitigation that cut expenses by 8%. The University received (or will receive) a total of \$52 million from the Cares and Stimulus acts which it gave (and plans to give) entirely to student emergency financial aid.

Financial year 2022 will look like the pre-covid years. Final projections will depend on how covid evolves. Final budget approval by the Trustees is expected in early June.

New York University Faculty Pay Equity Review

U.S. Non-Medical School Faculty

February 24, 2021

CRA Charles River
Associates

Pay Equity Review

- Analyses were conducted of faculty pay within each school to assess whether there are group pay differences correlated with gender or race/ethnicity.
- Group pay differences that had a probability of a chance occurrence that was 5% or less (which closely corresponds to standard deviations in excess of +/- 1.96) were identified as statistically significant. Those with a negative sign were identified as adverse differences, while those with a positive sign were identified as favorable differences.

Interpretation of Statistically Significant Differences

Statistically significant differences

- may provide statistical support for the contention that there are group differences in pay
- and/or
- the model may omit important legitimate pay-related factors that happen to be correlated with the group of interest.

Where statistically significant differences are identified, it has been recommended that outliers be investigated and that cohort reviews be conducted to determine whether the pay for faculty is appropriate within those identified groups.

Populations Excluded from the Models

- Other Full-Time Faculty
 - NYU and CRA agreed to exclude faculty with appointments of limited duration.
- Faculty on unpaid leave
- Other one-off faculty identified by NYU
 - Some examples of faculty excluded were planned terminations, faculty on uncompensated appointments, etc.
- There were 268 faculty with the rank of Lecturers or Instructors in the data. Since their numbers were mostly in a single school, we analyzed these faculty as a single group across all schools and show the results on slide 13.

Annualized Base Pay

- Analyzed primary base salary plus administrative appointments as of August 31, 2019
- The primary base salary for faculty on 9- or 11-month appointments was annualized to a 12-month equivalent

Faculty Groupings Analyzed within the School

- School
- School and Faculty Type (Contract/Tenure Track)
- School, Faculty Type, and Rank (Assistant, Associate, and Full)

Factors Included in the Model

- Gender or race/ethnicity
- Primary job profile
- Non-primary job profile, when paid an administrative supplement
- Department
- Time at NYU
- Prior experience
- Whether the faculty holds a doctorate degree or terminal degree

Overview of Findings

The pay equity review did not reveal any systemic disparities based on gender or race/ethnicity. The data for each protected group are presented in the charts on slides 8 – 11. University-wide, there are no systemic patterns of pay differences between the protected groups and the comparator groups. There were a small number of sub-populations with statistically significant adverse findings. The findings presented on the slides that follow are shaded red where there are statistically significant differences that are adverse to a protected group.

In order to protect privacy, the standard deviations and protected/comparator headcounts for schools or units with fewer than 50 full-time faculty are not reported; this applies to the following schools and units for the overall analyses: College of Global Public Health, Institute for the Study of the Ancient World, Institute of Fine Arts, Wagner School of Public Service, and Silver School of Social Work. For the remaining schools and units, the standard deviation and protected/comparator headcounts are not reported in rows with fewer than 6 full-time faculty in the comparator or protected group, or with fewer than 50 in row totals.

Male vs Female – Summary Statistics for Each School

School/Unit	Standard Deviation	Number of Protected Faculty	Number of Comparator Faculty	Total Number of Faculty
COLLEGE OF DENTISTRY	-0.91	99	130	229
COLLEGE OF GLOBAL PUBLIC HEALTH	**	**	**	47
COURANT INSTITUTE OF MATHEMATICAL SCIENCES	-0.20	20	107	127
DIVISION OF LIBRARIES	0.06	31	19	50
FACULTY OF ARTS AND SCIENCE (FAS)	-1.52	313	470	783
GALLATIN SCHOOL OF INDIVIDUALIZED STUDY	-0.79	33	22	55
INSTITUTE FOR THE STUDY OF THE ANCIENT WORLD	**	**	**	10
INSTITUTE OF FINE ARTS (IFA)	**	**	**	23
NYU TANDON SCHOOL OF ENGINEERING	1.89	36	120	156
ROBERT F. WAGNER GRAD. SCH. OF PUBLIC SERVICE	**	**	**	36
RORY MEYERS COLLEGE OF NURSING	0.73	58	12	70
SCHOOL OF LAW	-1.34	41	74	115
SCHOOL OF PROFESSIONAL STUDIES	-0.89	32	37	69
SILVER SCHOOL OF SOCIAL WORK	**	**	**	38
STEINHARDT SCH. OF CULTURE, EDU., AND HUMAN DEV.	-0.10	155	106	262
STERN SCHOOL OF BUSINESS	-0.51	54	137	191
TISCH SCHOOL OF THE ARTS	0.50	87	121	208

*To protect faculty privacy, data are not reported when the number of protected faculty or comparator faculty are 5 or fewer.

**To protect faculty privacy, data are not reported for schools and institutes with fewer than 50 full-time faculty or with row totals having fewer than 50 full-time faculty.

White vs Black/African American – Summary Statistics for Each School

School/Unit	Standard Deviation	Number of Protected Faculty	Number of Comparator Faculty	Total Number of Faculty
COLLEGE OF DENTISTRY	*	*	176	229
COLLEGE OF GLOBAL PUBLIC HEALTH	**	**	**	47
COURANT INSTITUTE OF MATHEMATICAL SCIENCES	*	*	97	127
DIVISION OF LIBRARIES	*	*	41	50
FACULTY OF ARTS AND SCIENCE (FAS)	1.36	39	628	783
GALLATIN SCHOOL OF INDIVIDUALIZED STUDY	-0.31	6	44	55
INSTITUTE FOR THE STUDY OF THE ANCIENT WORLD	**	**	**	10
INSTITUTE OF FINE ARTS (IFA)	**	**	**	23
NYU TANDON SCHOOL OF ENGINEERING	*	*	107	156
ROBERT F. WAGNER GRAD. SCH. OF PUBLIC SERVICE	**	**	**	36
RORY MEYERS COLLEGE OF NURSING	0.81	6	54	70
SCHOOL OF LAW	-1.32	9	100	115
SCHOOL OF PROFESSIONAL STUDIES	*	*	56	69
SILVER SCHOOL OF SOCIAL WORK	**	**	**	38
STEINHARDT SCH. OF CULTURE, EDU., AND HUMAN DEV.	1.47	23	187	262
STERN SCHOOL OF BUSINESS	*	*	141	191
TISCH SCHOOL OF THE ARTS	1.46	25	154	208

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White vs Hispanic – Summary Statistics for Each School

School/Unit	Standard Deviation	Number of Protected Faculty	Number of Comparator Faculty	Total Number of Faculty
COLLEGE OF DENTISTRY	*	*	176	229
COLLEGE OF GLOBAL PUBLIC HEALTH	**	**	**	47
COURANT INSTITUTE OF MATHEMATICAL SCIENCES	*	*	97	127
DIVISION OF LIBRARIES	*	*	41	50
FACULTY OF ARTS AND SCIENCE (FAS)	1.38	38	628	783
GALLATIN SCHOOL OF INDIVIDUALIZED STUDY	*	*	44	55
INSTITUTE FOR THE STUDY OF THE ANCIENT WORLD	**	**	**	10
INSTITUTE OF FINE ARTS (IFA)	**	**	**	23
NYU TANDON SCHOOL OF ENGINEERING	0.05	7	107	156
ROBERT F. WAGNER GRAD. SCH. OF PUBLIC SERVICE	**	**	**	36
RORY MEYERS COLLEGE OF NURSING	*	*	54	70
SCHOOL OF LAW	*	*	100	115
SCHOOL OF PROFESSIONAL STUDIES	*	*	56	69
SILVER SCHOOL OF SOCIAL WORK	**	**	**	38
STEINHARDT SCH. OF CULTURE, EDU., AND HUMAN DEV.	1.35	15	187	262
STERN SCHOOL OF BUSINESS	*	*	141	191
TISCH SCHOOL OF THE ARTS	2.27	11	154	208

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White vs Asian – Summary Statistics for Each School

School/Unit	Standard Deviation	Number of Protected Faculty	Number of Comparator Faculty	Total Number of Faculty
COLLEGE OF DENTISTRY	0.50	44	176	229
COLLEGE OF GLOBAL PUBLIC HEALTH	**	**	**	47
COURANT INSTITUTE OF MATHEMATICAL SCIENCES	0.80	27	97	127
DIVISION OF LIBRARIES	*	*	41	50
FACULTY OF ARTS AND SCIENCE (FAS)	-0.16	71	628	783
GALLATIN SCHOOL OF INDIVIDUALIZED STUDY	*	*	44	55
INSTITUTE FOR THE STUDY OF THE ANCIENT WORLD	**	**	**	10
INSTITUTE OF FINE ARTS (IFA)	**	**	**	23
NYU TANDON SCHOOL OF ENGINEERING	-0.30	38	107	156
ROBERT F. WAGNER GRAD. SCH. OF PUBLIC SERVICE	**	**	**	36
RORY MEYERS COLLEGE OF NURSING	0.39	8	54	70
SCHOOL OF LAW	*	*	100	115
SCHOOL OF PROFESSIONAL STUDIES	*	*	56	69
SILVER SCHOOL OF SOCIAL WORK	**	**	**	38
STEINHARDT SCH. OF CULTURE, EDU., AND HUMAN DEV.	-1.21	34	187	262
STERN SCHOOL OF BUSINESS	-0.39	39	141	191
TISCH SCHOOL OF THE ARTS	0.79	14	154	208

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Next Steps*

Statistically significant results for any faculty group indicate a need to determine whether there were factors other than those analyzed by the consultants that contributed to differences in pay. The pay equity review did reveal a small number of individual positive and negative pay differences that were reviewed and addressed, as appropriate. Where adjustments in salary were determined to be appropriate, they will be implemented during the next AMI cycle.

*This slide was prepared by NYU management, not CRA.

Lecturers and Instructors

Protected Group	Comparator Group	Standard Deviation	Number of Protected Faculty	Number of Comparator Faculty	Total Number of Faculty
Female	Male	0.72	156	112	268
African American	White	3.03	6	201	268
Hispanic	White	3.16	16	201	268
Asian	White	-0.69	42	201	268

Appendix

College of Dentistry

Protected Group	Comparator Group	Faculty Type-Rank Interaction	Standard Deviation	Number of Protected Faculty	Number of Comparator Faculty	Total Number of Faculty
Female	Male	Overall	-0.91	99	130	229
Female	Male	FT Continuing Contract - Overall	-1.93	80	83	163
Female	Male	FT Continuing Contract - Assistant Professor	-1.24	58	48	106
Female	Male	FT Continuing Contract - Associate Professor	**	**	**	45
Female	Male	FT Continuing Contract - Professor	**	**	**	12
Female	Male	Tenured/Tenure Track - Overall	1.55	19	47	66
Female	Male	Tenured/Tenure Track - Assistant Professor	**	**	**	4
Female	Male	Tenured/Tenure Track - Associate Professor	**	**	**	32
Female	Male	Tenured/Tenure Track - Professor	**	**	**	30
African American	White	Overall	*	*	176	229
African American	White	FT Continuing Contract - Overall	*	*	125	163
African American	White	FT Continuing Contract - Assistant Professor	*	*	76	106
African American	White	FT Continuing Contract - Associate Professor	**	**	**	45
African American	White	FT Continuing Contract - Professor	**	**	**	12
African American	White	Tenured/Tenure Track - Overall	*	*	51	66
African American	White	Tenured/Tenure Track - Assistant Professor	**	**	**	4
African American	White	Tenured/Tenure Track - Associate Professor	**	**	**	32
African American	White	Tenured/Tenure Track - Professor	**	**	**	30
Hispanic	White	Overall	*	*	176	229
Hispanic	White	FT Continuing Contract - Overall	*	*	125	163
Hispanic	White	FT Continuing Contract - Assistant Professor	*	*	76	106
Hispanic	White	FT Continuing Contract - Associate Professor	**	**	**	45
Hispanic	White	FT Continuing Contract - Professor	**	**	**	12
Hispanic	White	Tenured/Tenure Track - Overall	*	*	51	66
Hispanic	White	Tenured/Tenure Track - Assistant Professor	**	**	**	4
Hispanic	White	Tenured/Tenure Track - Associate Professor	**	**	**	32
Hispanic	White	Tenured/Tenure Track - Professor	**	**	**	30
Asian	White	Overall	0.50	44	176	229
Asian	White	FT Continuing Contract - Overall	1.93	30	125	163
Asian	White	FT Continuing Contract - Assistant Professor	1.42	22	76	106
Asian	White	FT Continuing Contract - Associate Professor	**	**	**	45
Asian	White	FT Continuing Contract - Professor	**	**	**	12
Asian	White	Tenured/Tenure Track - Overall	-1.99	14	51	66
Asian	White	Tenured/Tenure Track - Assistant Professor	**	**	**	4
Asian	White	Tenured/Tenure Track - Associate Professor	**	**	**	32
Asian	White	Tenured/Tenure Track - Professor	**	**	**	30

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Courant Institute of Mathematical Sciences

Protected Group	Comparator Group	Faculty Type-Rank Interaction	Standard Deviation	Number of Protected Faculty	Number of Comparator Faculty	Total Number of Faculty
Female	Male	Overall	-0.20	20	107	127
Female	Male	FT Continuing Contract - Overall	**	**	**	28
Female	Male	FT Continuing Contract - Assistant Professor	**	**	**	13
Female	Male	FT Continuing Contract - Associate Professor	**	**	**	10
Female	Male	FT Continuing Contract - Professor	**	**	**	5
Female	Male	Tenured/Tenure Track - Overall	-0.26	7	92	99
Female	Male	Tenured/Tenure Track - Assistant Professor	**	**	**	13
Female	Male	Tenured/Tenure Track - Associate Professor	**	**	**	18
Female	Male	Tenured/Tenure Track - Professor	0.02	6	62	68
African American	White	Overall	*	*	97	127
African American	White	FT Continuing Contract - Overall	**	**	**	28
African American	White	FT Continuing Contract - Assistant Professor	**	**	**	13
African American	White	FT Continuing Contract - Associate Professor	**	**	**	10
African American	White	FT Continuing Contract - Professor	**	**	**	5
African American	White	Tenured/Tenure Track - Overall	*	*	77	99
African American	White	Tenured/Tenure Track - Assistant Professor	**	**	**	13
African American	White	Tenured/Tenure Track - Associate Professor	**	**	**	18
African American	White	Tenured/Tenure Track - Professor	*	*	54	68
Hispanic	White	Overall	*	*	97	127
Hispanic	White	FT Continuing Contract - Overall	**	**	**	28
Hispanic	White	FT Continuing Contract - Assistant Professor	**	**	**	13
Hispanic	White	FT Continuing Contract - Associate Professor	**	**	**	10
Hispanic	White	FT Continuing Contract - Professor	**	**	**	5
Hispanic	White	Tenured/Tenure Track - Overall	*	*	77	99
Hispanic	White	Tenured/Tenure Track - Assistant Professor	**	**	**	13
Hispanic	White	Tenured/Tenure Track - Associate Professor	**	**	**	18
Hispanic	White	Tenured/Tenure Track - Professor	*	*	54	68
Asian	White	Overall	0.80	27	97	127
Asian	White	FT Continuing Contract - Overall	**	**	**	28
Asian	White	FT Continuing Contract - Assistant Professor	**	**	**	13
Asian	White	FT Continuing Contract - Associate Professor	**	**	**	10
Asian	White	FT Continuing Contract - Professor	**	**	**	5
Asian	White	Tenured/Tenure Track - Overall	0.74	20	77	99
Asian	White	Tenured/Tenure Track - Assistant Professor	**	**	**	13
Asian	White	Tenured/Tenure Track - Associate Professor	**	**	**	18
Asian	White	Tenured/Tenure Track - Professor	1.03	12	54	68

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Division of Libraries

Protected Group	Comparator Group	Faculty Type-Rank Interaction	Standard Deviation	Number of Protected Faculty	Number of Comparator Faculty	Total Number of Faculty
Female	Male	Overall	0.06	31	19	50
Female	Male	FT Continuing Contract - Overall	**	**	**	6
Female	Male	FT Continuing Contract - Assistant Professor	**	**	**	6
Female	Male	Tenured/Tenure Track - Overall	**	**	**	44
Female	Male	Tenured/Tenure Track - Assistant Professor	**	**	**	24
Female	Male	Tenured/Tenure Track - Associate Professor	**	**	**	16
Female	Male	Tenured/Tenure Track - Professor	**	**	**	4
African American	White	Overall	*	*	41	50
African American	White	FT Continuing Contract - Overall	**	**	**	6
African American	White	FT Continuing Contract - Assistant Professor	**	**	**	6
African American	White	Tenured/Tenure Track - Overall	**	**	**	44
African American	White	Tenured/Tenure Track - Assistant Professor	**	**	**	24
African American	White	Tenured/Tenure Track - Associate Professor	**	**	**	16
African American	White	Tenured/Tenure Track - Professor	**	**	**	4
Hispanic	White	Overall	*	*	41	50
Hispanic	White	FT Continuing Contract - Overall	**	**	**	6
Hispanic	White	FT Continuing Contract - Assistant Professor	**	**	**	6
Hispanic	White	Tenured/Tenure Track - Overall	**	**	**	44
Hispanic	White	Tenured/Tenure Track - Assistant Professor	**	**	**	24
Hispanic	White	Tenured/Tenure Track - Associate Professor	**	**	**	16
Hispanic	White	Tenured/Tenure Track - Professor	**	**	**	4
Asian	White	Overall	*	*	41	50
Asian	White	FT Continuing Contract - Overall	**	**	**	6
Asian	White	FT Continuing Contract - Assistant Professor	**	**	**	6
Asian	White	Tenured/Tenure Track - Overall	**	**	**	44
Asian	White	Tenured/Tenure Track - Assistant Professor	**	**	**	24
Asian	White	Tenured/Tenure Track - Associate Professor	**	**	**	16
Asian	White	Tenured/Tenure Track - Professor	**	**	**	4

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Faculty of Arts and Science (FAS)

Protected Group	Comparator Group	Faculty Type-Rank Interaction	Standard Deviation	Number of Protected Faculty	Number of Comparator Faculty	Total Number of Faculty
Female	Male	Overall	-1.52	313	470	783
Female	Male	FT Continuing Contract - Overall	1.00	89	102	191
Female	Male	FT Continuing Contract - Assistant Professor	0.64	28	27	55
Female	Male	FT Continuing Contract - Associate Professor	0.31	33	29	62
Female	Male	FT Continuing Contract - Professor	0.73	28	46	74
Female	Male	Tenured/Tenure Track - Overall	-2.39	224	368	592
Female	Male	Tenured/Tenure Track - Assistant Professor	-0.19	59	47	106
Female	Male	Tenured/Tenure Track - Associate Professor	0.88	65	85	150
Female	Male	Tenured/Tenure Track - Professor	-3.91	100	236	336
African American	White	Overall	1.36	39	628	783
African American	White	FT Continuing Contract - Overall	0.22	13	155	191
African American	White	FT Continuing Contract - Assistant Professor	-0.18	7	41	55
African American	White	FT Continuing Contract - Associate Professor	*	*	47	62
African American	White	FT Continuing Contract - Professor	*	*	67	74
African American	White	Tenured/Tenure Track - Overall	1.48	26	473	592
African American	White	Tenured/Tenure Track - Assistant Professor	*	*	70	106
African American	White	Tenured/Tenure Track - Associate Professor	0.37	11	117	150
African American	White	Tenured/Tenure Track - Professor	1.98	11	286	336
Hispanic	White	Overall	1.38	38	628	783
Hispanic	White	FT Continuing Contract - Overall	-0.28	6	155	191
Hispanic	White	FT Continuing Contract - Assistant Professor	*	*	41	55
Hispanic	White	FT Continuing Contract - Associate Professor	*	*	47	62
Hispanic	White	FT Continuing Contract - Professor	*	*	67	74
Hispanic	White	Tenured/Tenure Track - Overall	1.64	32	473	592
Hispanic	White	Tenured/Tenure Track - Assistant Professor	-0.06	7	70	106
Hispanic	White	Tenured/Tenure Track - Associate Professor	1.53	9	117	150
Hispanic	White	Tenured/Tenure Track - Professor	1.23	16	286	336
Asian	White	Overall	-0.16	71	628	783
Asian	White	FT Continuing Contract - Overall	-0.73	15	155	191
Asian	White	FT Continuing Contract - Assistant Professor	*	*	41	55
Asian	White	FT Continuing Contract - Associate Professor	-0.55	9	47	62
Asian	White	FT Continuing Contract - Professor	*	*	67	74
Asian	White	Tenured/Tenure Track - Overall	0.23	56	473	592
Asian	White	Tenured/Tenure Track - Assistant Professor	0.30	20	70	106
Asian	White	Tenured/Tenure Track - Associate Professor	-0.61	13	117	150
Asian	White	Tenured/Tenure Track - Professor	0.49	23	286	336

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Gallatin School of Individualized Study

Protected Group	Comparator Group	Faculty Type-Rank Interaction	Standard Deviation	Number of Protected Faculty	Number of Comparator Faculty	Total Number of Faculty
Female	Male	Overall	-0.79	33	22	55
Female	Male	FT Continuing Contract - Overall	**	**	**	18
Female	Male	FT Continuing Contract - Assistant Professor	**	**	**	7
Female	Male	FT Continuing Contract - Associate Professor	**	**	**	11
Female	Male	Tenured/Tenure Track - Overall	**	**	**	37
Female	Male	Tenured/Tenure Track - Assistant Professor	**	**	**	7
Female	Male	Tenured/Tenure Track - Associate Professor	**	**	**	20
Female	Male	Tenured/Tenure Track - Professor	**	**	**	10
African American	White	Overall	-0.31	6	44	55
African American	White	FT Continuing Contract - Overall	**	**	**	18
African American	White	FT Continuing Contract - Assistant Professor	**	**	**	7
African American	White	FT Continuing Contract - Associate Professor	**	**	**	11
African American	White	Tenured/Tenure Track - Overall	**	**	**	37
African American	White	Tenured/Tenure Track - Assistant Professor	**	**	**	7
African American	White	Tenured/Tenure Track - Associate Professor	**	**	**	20
African American	White	Tenured/Tenure Track - Professor	**	**	**	10
Hispanic	White	Overall	*	*	44	55
Hispanic	White	FT Continuing Contract - Overall	**	**	**	18
Hispanic	White	FT Continuing Contract - Assistant Professor	**	**	**	7
Hispanic	White	FT Continuing Contract - Associate Professor	**	**	**	11
Hispanic	White	Tenured/Tenure Track - Overall	**	**	**	37
Hispanic	White	Tenured/Tenure Track - Assistant Professor	**	**	**	7
Hispanic	White	Tenured/Tenure Track - Associate Professor	**	**	**	20
Hispanic	White	Tenured/Tenure Track - Professor	**	**	**	10
Asian	White	Overall	*	*	44	55
Asian	White	FT Continuing Contract - Overall	**	**	**	18
Asian	White	FT Continuing Contract - Assistant Professor	**	**	**	7
Asian	White	FT Continuing Contract - Associate Professor	**	**	**	11
Asian	White	Tenured/Tenure Track - Overall	**	**	**	37
Asian	White	Tenured/Tenure Track - Assistant Professor	**	**	**	7
Asian	White	Tenured/Tenure Track - Associate Professor	**	**	**	20
Asian	White	Tenured/Tenure Track - Professor	**	**	**	10

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NYU Tandon School of Engineering

Protected Group	Comparator Group	Faculty Type-Rank Interaction	Standard Deviation	Number of Protected Faculty	Number of Comparator Faculty	Total Number of Faculty
Female	Male	Overall	1.89	36	120	156
Female	Male	FT Continuing Contract - Overall	0.20	12	42	54
Female	Male	FT Continuing Contract - Assistant Professor	**	**	**	18
Female	Male	FT Continuing Contract - Associate Professor	**	**	**	9
Female	Male	FT Continuing Contract - Professor	**	**	**	27
Female	Male	Tenured/Tenure Track - Overall	2.22	24	78	102
Female	Male	Tenured/Tenure Track - Assistant Professor	**	**	**	23
Female	Male	Tenured/Tenure Track - Associate Professor	**	**	**	25
Female	Male	Tenured/Tenure Track - Professor	2.34	13	41	54
African American	White	Overall	*	*	107	156
African American	White	FT Continuing Contract - Overall	*	*	42	54
African American	White	FT Continuing Contract - Assistant Professor	**	**	**	18
African American	White	FT Continuing Contract - Associate Professor	**	**	**	9
African American	White	FT Continuing Contract - Professor	**	**	**	27
African American	White	Tenured/Tenure Track - Overall	*	*	65	102
African American	White	Tenured/Tenure Track - Assistant Professor	**	**	**	23
African American	White	Tenured/Tenure Track - Associate Professor	**	**	**	25
African American	White	Tenured/Tenure Track - Professor	*	*	37	54
Hispanic	White	Overall	0.05	7	107	156
Hispanic	White	FT Continuing Contract - Overall	*	*	42	54
Hispanic	White	FT Continuing Contract - Assistant Professor	**	**	**	18
Hispanic	White	FT Continuing Contract - Associate Professor	**	**	**	9
Hispanic	White	FT Continuing Contract - Professor	**	**	**	27
Hispanic	White	Tenured/Tenure Track - Overall	*	*	65	102
Hispanic	White	Tenured/Tenure Track - Assistant Professor	**	**	**	23
Hispanic	White	Tenured/Tenure Track - Associate Professor	**	**	**	25
Hispanic	White	Tenured/Tenure Track - Professor	*	*	37	54
Asian	White	Overall	-0.30	38	107	156
Asian	White	FT Continuing Contract - Overall	-0.65	7	42	54
Asian	White	FT Continuing Contract - Assistant Professor	**	**	**	18
Asian	White	FT Continuing Contract - Associate Professor	**	**	**	9
Asian	White	FT Continuing Contract - Professor	**	**	**	27
Asian	White	Tenured/Tenure Track - Overall	-0.05	31	65	102
Asian	White	Tenured/Tenure Track - Assistant Professor	**	**	**	23
Asian	White	Tenured/Tenure Track - Associate Professor	**	**	**	25
Asian	White	Tenured/Tenure Track - Professor	0.79	16	37	54

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Rory Meyers College of Nursing

Protected Group	Comparator Group	Faculty Type-Rank Interaction	Standard Deviation	Number of Protected Faculty	Number of Comparator Faculty	Total Number of Faculty
Female	Male	Overall	0.73	58	12	70
Female	Male	FT Continuing Contract - Overall	**	**	**	42
Female	Male	FT Continuing Contract - Assistant Professor	**	**	**	27
Female	Male	FT Continuing Contract - Associate Professor	**	**	**	9
Female	Male	FT Continuing Contract - Professor	**	**	**	6
Female	Male	Tenured/Tenure Track - Overall	**	**	**	28
Female	Male	Tenured/Tenure Track - Assistant Professor	**	**	**	12
Female	Male	Tenured/Tenure Track - Associate Professor	**	**	**	6
Female	Male	Tenured/Tenure Track - Professor	**	**	**	10
African American	White	Overall	0.81	6	54	70
African American	White	FT Continuing Contract - Overall	**	**	**	42
African American	White	FT Continuing Contract - Assistant Professor	**	**	**	27
African American	White	FT Continuing Contract - Associate Professor	**	**	**	9
African American	White	FT Continuing Contract - Professor	**	**	**	6
African American	White	Tenured/Tenure Track - Overall	**	**	**	28
African American	White	Tenured/Tenure Track - Assistant Professor	**	**	**	12
African American	White	Tenured/Tenure Track - Associate Professor	**	**	**	6
African American	White	Tenured/Tenure Track - Professor	**	**	**	10
Hispanic	White	Overall	*	*	54	70
Hispanic	White	FT Continuing Contract - Overall	**	**	**	42
Hispanic	White	FT Continuing Contract - Assistant Professor	**	**	**	27
Hispanic	White	FT Continuing Contract - Associate Professor	**	**	**	9
Hispanic	White	FT Continuing Contract - Professor	**	**	**	6
Hispanic	White	Tenured/Tenure Track - Overall	**	**	**	28
Hispanic	White	Tenured/Tenure Track - Assistant Professor	**	**	**	12
Hispanic	White	Tenured/Tenure Track - Associate Professor	**	**	**	6
Hispanic	White	Tenured/Tenure Track - Professor	**	**	**	10
Asian	White	Overall	0.39	8	54	70
Asian	White	FT Continuing Contract - Overall	**	**	**	42
Asian	White	FT Continuing Contract - Assistant Professor	**	**	**	27
Asian	White	FT Continuing Contract - Associate Professor	**	**	**	9
Asian	White	FT Continuing Contract - Professor	**	**	**	6
Asian	White	Tenured/Tenure Track - Overall	**	**	**	28
Asian	White	Tenured/Tenure Track - Assistant Professor	**	**	**	12
Asian	White	Tenured/Tenure Track - Associate Professor	**	**	**	6
Asian	White	Tenured/Tenure Track - Professor	**	**	**	10

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School of Law

Protected Group	Comparator Group	Faculty Type-Rank Interaction	Standard Deviation	Number of Protected Faculty	Number of Comparator Faculty	Total Number of Faculty
Female	Male	Overall	-1.34	41	74	115
Female	Male	FT Continuing Contract - Overall	**	**	**	9
Female	Male	FT Continuing Contract - Associate Professor	**	**	**	1
Female	Male	FT Continuing Contract - Professor	**	**	**	8
Female	Male	Tenured/Tenure Track - Overall	-1.41	37	69	106
Female	Male	Tenured/Tenure Track - Assistant Professor	**	**	**	3
Female	Male	Tenured/Tenure Track - Associate Professor	**	**	**	13
Female	Male	Tenured/Tenure Track - Professor	-1.29	27	63	90
African American	White	Overall	-1.32	9	100	115
African American	White	FT Continuing Contract - Overall	**	**	**	9
African American	White	FT Continuing Contract - Associate Professor	**	**	**	1
African American	White	FT Continuing Contract - Professor	**	**	**	8
African American	White	Tenured/Tenure Track - Overall	-1.32	9	91	106
African American	White	Tenured/Tenure Track - Assistant Professor	**	**	**	3
African American	White	Tenured/Tenure Track - Associate Professor	**	**	**	13
African American	White	Tenured/Tenure Track - Professor	-1.22	8	78	90
Hispanic	White	Overall	*	*	100	115
Hispanic	White	FT Continuing Contract - Overall	**	**	**	9
Hispanic	White	FT Continuing Contract - Associate Professor	**	**	**	1
Hispanic	White	FT Continuing Contract - Professor	**	**	**	8
Hispanic	White	Tenured/Tenure Track - Overall	*	*	91	106
Hispanic	White	Tenured/Tenure Track - Assistant Professor	**	**	**	3
Hispanic	White	Tenured/Tenure Track - Associate Professor	**	**	**	13
Hispanic	White	Tenured/Tenure Track - Professor	*	*	78	90
Asian	White	Overall	*	*	100	115
Asian	White	FT Continuing Contract - Overall	**	**	**	9
Asian	White	FT Continuing Contract - Associate Professor	**	**	**	1
Asian	White	FT Continuing Contract - Professor	**	**	**	8
Asian	White	Tenured/Tenure Track - Overall	*	*	91	106
Asian	White	Tenured/Tenure Track - Assistant Professor	**	**	**	3
Asian	White	Tenured/Tenure Track - Associate Professor	**	**	**	13
Asian	White	Tenured/Tenure Track - Professor	*	*	78	90

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School of Professional Studies

Protected Group	Comparator Group	Faculty Type-Rank Interaction	Standard Deviation	Number of Protected Faculty	Number of Comparator Faculty	Total Number of Faculty
Female	Male	Overall	-0.89	32	37	69
Female	Male	FT Continuing Contract - Overall	-0.89	32	35	67
Female	Male	FT Continuing Contract - Assistant Professor	**	**	**	35
Female	Male	FT Continuing Contract - Associate Professor	**	**	**	24
Female	Male	FT Continuing Contract - Professor	**	**	**	8
Female	Male	Tenured/Tenure Track - Overall	**	**	**	2
Female	Male	Tenured/Tenure Track - Professor	**	**	**	2
African American	White	Overall	*	*	56	69
African American	White	FT Continuing Contract - Overall	*	*	54	67
African American	White	FT Continuing Contract - Assistant Professor	**	**	**	35
African American	White	FT Continuing Contract - Associate Professor	**	**	**	24
African American	White	FT Continuing Contract - Professor	**	**	**	8
African American	White	Tenured/Tenure Track - Overall	**	**	**	2
African American	White	Tenured/Tenure Track - Professor	**	**	**	2
Hispanic	White	Overall	*	*	56	69
Hispanic	White	FT Continuing Contract - Overall	*	*	54	67
Hispanic	White	FT Continuing Contract - Assistant Professor	**	**	**	35
Hispanic	White	FT Continuing Contract - Associate Professor	**	**	**	24
Hispanic	White	FT Continuing Contract - Professor	**	**	**	8
Hispanic	White	Tenured/Tenure Track - Overall	**	**	**	2
Hispanic	White	Tenured/Tenure Track - Professor	**	**	**	2
Asian	White	Overall	*	*	56	69
Asian	White	FT Continuing Contract - Overall	*	*	54	67
Asian	White	FT Continuing Contract - Assistant Professor	**	**	**	35
Asian	White	FT Continuing Contract - Associate Professor	**	**	**	24
Asian	White	FT Continuing Contract - Professor	**	**	**	8
Asian	White	Tenured/Tenure Track - Overall	**	**	**	2
Asian	White	Tenured/Tenure Track - Professor	**	**	**	2

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Steinhardt School of Culture, Education, and Human Development

Protected Group	Comparator Group	Faculty Type-Rank Interaction	Standard Deviation	Number of Protected Faculty	Number of Comparator Faculty	Total Number of Faculty
Female	Male	Overall	-0.10	155	106	262
Female	Male	FT Continuing Contract - Overall	0.93	52	35	87
Female	Male	FT Continuing Contract - Assistant Professor	**	**	**	45
Female	Male	FT Continuing Contract - Associate Professor	**	**	**	30
Female	Male	FT Continuing Contract - Professor	**	**	**	12
Female	Male	Tenured/Tenure Track - Overall	-0.74	103	71	175
Female	Male	Tenured/Tenure Track - Assistant Professor	**	**	**	39
Female	Male	Tenured/Tenure Track - Associate Professor	-1.24	52	27	79
Female	Male	Tenured/Tenure Track - Professor	0.91	28	29	57
African American	White	Overall	1.47	23	187	262
African American	White	FT Continuing Contract - Overall	0.78	8	70	87
African American	White	FT Continuing Contract - Assistant Professor	**	**	**	45
African American	White	FT Continuing Contract - Associate Professor	**	**	**	30
African American	White	FT Continuing Contract - Professor	**	**	**	12
African American	White	Tenured/Tenure Track - Overall	1.24	15	117	175
African American	White	Tenured/Tenure Track - Assistant Professor	**	**	**	39
African American	White	Tenured/Tenure Track - Associate Professor	1.76	6	54	79
African American	White	Tenured/Tenure Track - Professor	*	*	44	57
Hispanic	White	Overall	1.35	15	187	262
Hispanic	White	FT Continuing Contract - Overall	*	*	70	87
Hispanic	White	FT Continuing Contract - Assistant Professor	**	**	**	45
Hispanic	White	FT Continuing Contract - Associate Professor	**	**	**	30
Hispanic	White	FT Continuing Contract - Professor	**	**	**	12
Hispanic	White	Tenured/Tenure Track - Overall	1.60	11	117	175
Hispanic	White	Tenured/Tenure Track - Assistant Professor	**	**	**	39
Hispanic	White	Tenured/Tenure Track - Associate Professor	*	*	54	79
Hispanic	White	Tenured/Tenure Track - Professor	*	*	44	57
Asian	White	Overall	-1.21	34	187	262
Asian	White	FT Continuing Contract - Overall	*	*	70	87
Asian	White	FT Continuing Contract - Assistant Professor	**	**	**	45
Asian	White	FT Continuing Contract - Associate Professor	**	**	**	30
Asian	White	FT Continuing Contract - Professor	**	**	**	12
Asian	White	Tenured/Tenure Track - Overall	-0.86	29	117	175
Asian	White	Tenured/Tenure Track - Assistant Professor	**	**	**	39
Asian	White	Tenured/Tenure Track - Associate Professor	-0.05	13	54	79
Asian	White	Tenured/Tenure Track - Professor	-1.49	9	44	57

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Stern School of Business

Protected Group	Comparator Group	Faculty Type-Rank Interaction	Standard Deviation	Number of Protected Faculty	Number of Comparator Faculty	Total Number of Faculty
Female	Male	Overall	-0.51	54	137	191
Female	Male	FT Continuing Contract - Overall	**	**	**	46
Female	Male	FT Continuing Contract - Assistant Professor	**	**	**	8
Female	Male	FT Continuing Contract - Associate Professor	**	**	**	15
Female	Male	FT Continuing Contract - Professor	**	**	**	23
Female	Male	Tenured/Tenure Track - Overall	-0.90	36	109	145
Female	Male	Tenured/Tenure Track - Assistant Professor	**	**	**	37
Female	Male	Tenured/Tenure Track - Associate Professor	**	**	**	29
Female	Male	Tenured/Tenure Track - Professor	-0.81	14	65	79
African American	White	Overall	*	*	141	191
African American	White	FT Continuing Contract - Overall	**	**	**	46
African American	White	FT Continuing Contract - Assistant Professor	**	**	**	8
African American	White	FT Continuing Contract - Associate Professor	**	**	**	15
African American	White	FT Continuing Contract - Professor	**	**	**	23
African American	White	Tenured/Tenure Track - Overall	*	*	105	145
African American	White	Tenured/Tenure Track - Assistant Professor	**	**	**	37
African American	White	Tenured/Tenure Track - Associate Professor	**	**	**	29
African American	White	Tenured/Tenure Track - Professor	*	*	63	79
Hispanic	White	Overall	*	*	141	191
Hispanic	White	FT Continuing Contract - Overall	**	**	**	46
Hispanic	White	FT Continuing Contract - Assistant Professor	**	**	**	8
Hispanic	White	FT Continuing Contract - Associate Professor	**	**	**	15
Hispanic	White	FT Continuing Contract - Professor	**	**	**	23
Hispanic	White	Tenured/Tenure Track - Overall	*	*	105	145
Hispanic	White	Tenured/Tenure Track - Assistant Professor	**	**	**	37
Hispanic	White	Tenured/Tenure Track - Associate Professor	**	**	**	29
Hispanic	White	Tenured/Tenure Track - Professor	*	*	63	79
Asian	White	Overall	-0.39	39	141	191
Asian	White	FT Continuing Contract - Overall	**	**	**	46
Asian	White	FT Continuing Contract - Assistant Professor	**	**	**	8
Asian	White	FT Continuing Contract - Associate Professor	**	**	**	15
Asian	White	FT Continuing Contract - Professor	**	**	**	23
Asian	White	Tenured/Tenure Track - Overall	-0.26	30	105	145
Asian	White	Tenured/Tenure Track - Assistant Professor	**	**	**	37
Asian	White	Tenured/Tenure Track - Associate Professor	**	**	**	29
Asian	White	Tenured/Tenure Track - Professor	-0.35	12	63	79

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Tisch School of Arts

Protected Group	Comparator Group	Faculty Type-Rank Interaction	Standard Deviation	Number of Protected Faculty	Number of Comparator Faculty	Total Number of Faculty
Female	Male	Overall	0.50	87	121	208
Female	Male	FT Continuing Contract - Overall	0.59	58	79	137
Female	Male	FT Continuing Contract - Assistant Professor	**	**	**	44
Female	Male	FT Continuing Contract - Associate Professor	0.44	27	40	67
Female	Male	FT Continuing Contract - Professor	**	**	**	26
Female	Male	Tenured/Tenure Track - Overall	0.04	29	42	71
Female	Male	Tenured/Tenure Track - Assistant Professor	**	**	**	12
Female	Male	Tenured/Tenure Track - Associate Professor	**	**	**	32
Female	Male	Tenured/Tenure Track - Professor	**	**	**	27
African American	White	Overall	1.46	25	154	208
African American	White	FT Continuing Contract - Overall	-0.06	11	108	137
African American	White	FT Continuing Contract - Assistant Professor	**	**	**	44
African American	White	FT Continuing Contract - Associate Professor	0.77	7	52	67
African American	White	FT Continuing Contract - Professor	**	**	**	26
African American	White	Tenured/Tenure Track - Overall	2.06	14	46	71
African American	White	Tenured/Tenure Track - Assistant Professor	**	**	**	12
African American	White	Tenured/Tenure Track - Associate Professor	**	**	**	32
African American	White	Tenured/Tenure Track - Professor	**	**	**	27
Hispanic	White	Overall	2.27	11	154	208
Hispanic	White	FT Continuing Contract - Overall	1.05	8	108	137
Hispanic	White	FT Continuing Contract - Assistant Professor	**	**	**	44
Hispanic	White	FT Continuing Contract - Associate Professor	*	*	52	67
Hispanic	White	FT Continuing Contract - Professor	**	**	**	26
Hispanic	White	Tenured/Tenure Track - Overall	*	*	46	71
Hispanic	White	Tenured/Tenure Track - Assistant Professor	**	**	**	12
Hispanic	White	Tenured/Tenure Track - Associate Professor	**	**	**	32
Hispanic	White	Tenured/Tenure Track - Professor	**	**	**	27
Asian	White	Overall	0.79	14	154	208
Asian	White	FT Continuing Contract - Overall	0.29	8	108	137
Asian	White	FT Continuing Contract - Assistant Professor	**	**	**	44
Asian	White	FT Continuing Contract - Associate Professor	*	*	52	67
Asian	White	FT Continuing Contract - Professor	**	**	**	26
Asian	White	Tenured/Tenure Track - Overall	0.85	6	46	71
Asian	White	Tenured/Tenure Track - Assistant Professor	**	**	**	12
Asian	White	Tenured/Tenure Track - Associate Professor	**	**	**	32
Asian	White	Tenured/Tenure Track - Professor	**	**	**	27

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**To protect faculty privacy, data are not reported for schools and institutes with fewer than 50 full-time faculty or with row totals having fewer than 50 full-time faculty.



NEW YORK UNIVERSITY

Office of the Provost
Office of the Executive
Vice President

Faculty Salary Inversion Study Findings

Senate Financial Affairs Committee

February 24, 2021



Introduction

A study of salary inversion among Tenured/Tenure-Track (T/TT) Faculty and Continuing Contract Faculty at NYU-NY, exclusive of the Grossman School of Medicine, was conducted at the request of representatives of the respective faculty senate councils in the Senate Financial Affairs Committee (SFAC). Simultaneously, a separate study of pay equity concerning gender, race and ethnicity was conducted, also at the request of the faculty councils. That study is reported in a separate document.

An initial report on faculty salary inversion was presented to the SFAC at the meeting on November 17, 2020. The methodology for reporting inversion data was described and is shown in the Appendix of this report. A commitment was made to return to the SFAC at the meeting in February with the study results.



Introduction (cont.)

The University then distributed to the deans of each school reports containing individual faculty level detail for all T/TT and Continuing Contract faculty in their schools. In instances where a faculty member has a lower base salary than two or more faculty of lower rank in the same department, deans were asked to indicate whether a salary adjustment is recommended. If the recommendation was yes, the dean indicated the amount of the adjustment, and if no the reason. Deans were also allowed to recommend adjustments where there was only one lower ranked faculty member with a higher base salary.



Tenured/Tenure-Track Faculty



Study Findings and Next Steps – Tenured Faculty

Full Professors

- 119 of 843 full professors (14%) earn less than two or more lower-ranked professors within their respective departments.
- 86 of 843 full professors (10%) earn less than a single lower-ranked professor within their respective departments.

Associate Professors

- 44 of 446 associate professors (10%) earn less than two or more lower-ranked professors within their respective departments.
- 38 of 446 associate professors (9%) earn less a single lower-ranked professor within their respective departments.

Next Steps

Recommended salary adjustments will be implemented as of September 1, 2021 and will be in addition to the AMI.



Salary Inversion Summary of Findings – Tenured/Tenure-Track Faculty

T/TT Faculty	Total Professors	Professors with Two or More Lower-ranked Professors Earning More in the Same Department	Percentage of Professors with Two or More Inversion Cases	Professors with One Lower-ranked Professor Earning More in the Same Department	Percentage of Professors with One Inversion Case
Full Professor Inversion	843	119	14%	86	10%
Associate Professor Inversion	446	44	10%	38	9%
Total	1289	163	13%	124	10%



Salary Inversion Recommendations – Tenured/Tenure-Track Faculty

- Of the 163 cases in which **two or more** lower-ranked faculty earned more than a faculty member in a given department, 60 adjustments (37%) were recommended.* For cases in which adjustments were not recommended, reasons were as follows:

Reason	Count
Already Addressed/In Process	4
Lower-ranked Professor's Salary Is an Outlier	15
Promotion Review Pending	1
Retirement/Long-term Leave	7
Salary Is Deemed Appropriate	40
Split Time/Additional Outside Pay	2
Subdisciplines Within Department: No Inversion Within Subdiscipline	34
Total	103

*Deans also recommended increases in 10 of the 124 cases in which only one lower-ranked faculty earned more.



Continuing Contract Faculty



Salary Inversion Findings and Next Steps – Continuing Contract Faculty

Full Professor Equivalent Inversion

- 65 of 364 full professor equivalents (18%) earn less than two or more lower-ranked professors within their respective departments.
- 53 of 364 full professor equivalents (15%) earn less than a single lower-ranked professor within their respective departments.
- There is one case of a full professor equivalent earning less than an instructor within their department.

Associate Professor Equivalent Inversion

- 85 of 349 associate professor equivalents (24%) earn less than two or more lower-ranked professors within their respective departments.
- 73 of 349 associate professor equivalents (20%) earn less than a single lower-ranked professor within their respective departments.



Salary Inversion Findings and Next Steps – Continuing Contract Faculty (continued)

Assistant Professor Equivalent Inversion

- 33 of 460 assistant professor equivalents (7%) earn less than two or more lower-ranked professors within their respective departments.
- 8 of 460 associate professor equivalents (2%) earn less than a single lower-ranked professor within their respective departments.

Next Steps

Recommended salary adjustments will be implemented as of September 1, 2021 and will be in addition to the AMI.



Salary Inversion Summary of Findings – Continuing Contract Faculty

C-Faculty	Total Professors	Professors with Two or More Lower-ranked Professors Earning More in the Same Department	Percentage of Professors with Two or More Inversion Cases	Professors with One Lower-ranked Professor Earning More in the Same Department	Percentage of Professors with One Inversion Case
Full Professor Equivalent Inversion	364	65	18%	53	15%
Associate Professor Equivalent Inversion	349	85	24%	73	20%
Assistant Professor Equivalent Inversion	460	33	7%	8	2%
Total	1173	183	16%	134	11%



Salary Inversion Recommendations – Continuing Contract Faculty

- Of the 183 cases in which **two or more** lower-ranked faculty earned more than a faculty member in a given department, 58 adjustments (32%) were recommended.* For cases in which adjustments were not recommended, reasons were as follows:

Reason	Count
Already Addressed/In Process	2
Lower-ranked Professor Promotion Pending; Promotion Will Eliminate the Inversion	33
Lower-ranked Professor's Salary Is an Outlier	47
Promotion Review Pending	2
Retirement/Long-term Leave	4
Salary Is Deemed Appropriate	17
Split Time/Additional Outside Pay	17
Subdisciplines Within Department: No Inversion Within Subdiscipline	1
Terminated	2
Total	127

*Deans also recommended increases in 5 of the 134 cases in which only one lower-ranked faculty earned more.



Appendix



Salary Inversion Methodology – Tenured/Tenure-Track Faculty

- Salary Inversion: any case of a lower-ranked professor earning more than a higher-ranked professor within the same department
- Data extracted from Workday as of 10/1/20
- Used annual salaries, as reported in Workday
- Used base pay; additional compensation, administrative supplements, and summer pay were not considered
- All tenured/tenure-track professors were included in the data sets, including those on leave
- Manually adjusted salaries for known cases of reduced service employment arrangements or dual appointments
 - Example: A professor works 50% for NYU and 50% for an outside entity. The salary recorded in the system is \$60,000. This would be adjusted to \$120,000 to reflect the 100% value.
- Parsed data to identify cases where inversion was caused by only one lower-ranked professor in the department



Salary Inversion Methodology – Continuing Contract Faculty

- Salary Inversion: any case of a lower-ranked professor earning more than a higher-ranked professor within the same department
- Data extracted from Workday as of 10/1/20
- Used annual salaries, as reported in Workday
- Used base pay; additional compensation, administrative supplements, and summer pay were not considered
- Contract faculty have been divided into eight categories: Arts, Clinical, Industry, Language Lecturer, Lecturer, Music, Research, and Teacher.
- Arts, Industry, Music, and Research match the Full/Associate/Assistant Professor structure. Clinical also has these three ranks, but contains a fourth, Instructor, which ranks below the Assistant level. 23 instructors are included in the data set.
- Lecturer, Language Lecturer, and Teacher each contain two ranks. This exercise treats these as equivalent to Professor and Assistant Professor ranks in order to aggregate salary inversion.
- Parsed data to identify cases where inversion was caused by more than one lower-ranked professor in the department



NEW YORK UNIVERSITY

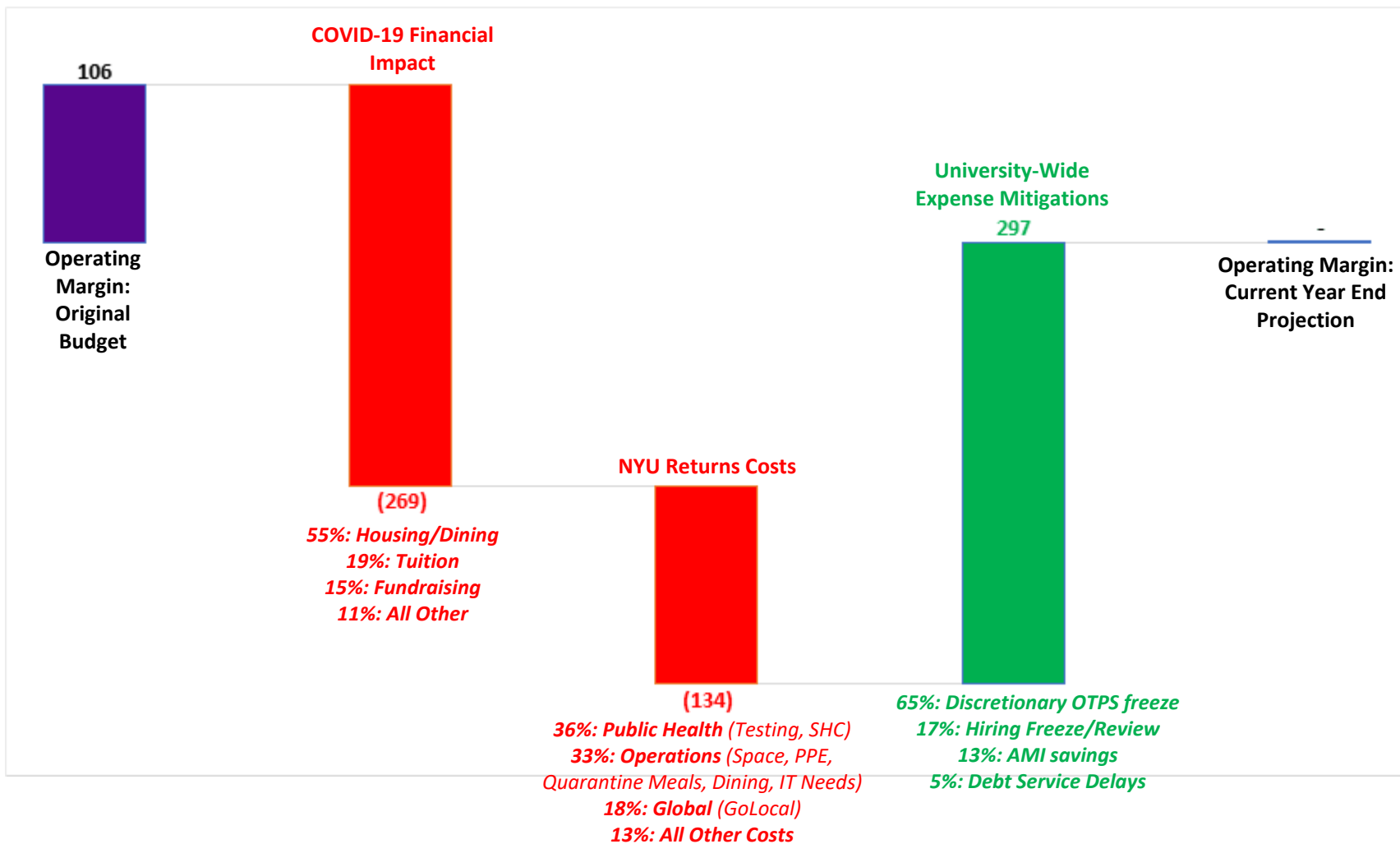
**FY21 Financial Update & FY22
Budget Cycle -
February SFAC Meeting**

February 24, 2021



FY21 Operating Margin Projections: Breakeven, \$(106)M Below Budget

Performance to date is consistent with plan, and we do not anticipate needing additional expense mitigation actions, but current measures (spending and hiring freeze) will remain in place for FY21





FY21 COVID-19 Financial Impact of ~\$269M (before Returns Costs)

- Spring Enrollment were **better** than expected in December (**\$25M better**)
- Student Charges (*Tuition & Housing/Dining*) now include estimate for **Summer Risk (~\$50M)**
 - **Net tuition: 10-20% below budget**
 - **Housing & Dining: 25-75% below budget**

(dollars in millions)

Risk	February Projection
Net Tuition – Graduate	\$41 – \$57
Net Tuition – Undergraduate (incl. benefits from enrollment strategies - \$55M mitigation)	(\$5) ^a – \$12
Housing and Dining	\$135 – \$157
Fundraising Cash and Pledge Payments <small>(Feb. forecast assumes risk against 30-40% of baseline budget)</small>	\$35 – \$46
Working Capital Interest Income	\$18 – \$19
Incremental support for existing PhD students	\$4
Other revenue shortfall	\$6 - \$10
Subtotal (before NYU Returns)	\$234 - \$305 (\$269 avg.)
FY21 NYU Returns Costs	\$124 - \$143
FY20 Budgetary Surplus to apply to FY21 NYU Returns Costs ^b	(\$129)

Notes:

a. Negative number indicates a positive variance to budget

b. Use of prior year reserves will still impact the FY21 operating margin results



FY21 Mitigation Plan Status

- **Mitigations in place** expected to offset COVID-19 FY21 impacts
- **No additional mitigations required at this time**

(dollars in millions)

Mitigation	Status	February Projections
AMI & Bonus Suspension	Implemented	\$45
Elimination of discretionary OTPS	Ongoing; weekly monitoring	\$195+
Admin. Hiring Freeze/Academic Provost Review	Ongoing; weekly monitoring	\$33
Debt Issuance Delay	Implemented	\$15
Schools and Units Based Layoffs & Furloughs	Implemented	\$9+
Total		\$297+
<u>Additional Mitigations Not Required at this time</u>		
University's 2021 403(b) contribution (over two years - \$58M in FY21)	<i>Not Required at this time</i>	\$87
Incremental Furloughs & Layoffs ((\$25M = ~200 administrators – some portion would be realized in FY22)	<i>Not Required at this time</i>	\$25
SLT Salary Reductions	<i>Not Required at this time</i>	\$3
Total with incremental mitigations	<i>Not Required at this time</i>	\$425+



FY21 “NYU Returns” Cost: \$134M¹

(dollars in millions)

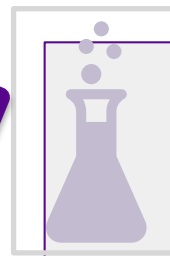
	<i>Low End</i>	<i>High End</i>
Total NYU Returns Cost Estimates	141	159
<i>Incurred in FY20</i>	<i>-16</i>	<i>-16</i>
Total NYU Returns Costs to be Incurred in FY21	124	143
<i>FY20 Budgetary Surplus (as of Final Close)</i>	<i>-129</i>	<i>-129</i>
Total NYU Returns Costs to be Incurred in FY21 and Funded Through Mitigations	-	14



Academic

- “Three-Semester” Flexibility
- academic review, Students, Classrooms
- Support Asynchronous Remote Learning

~\$10M-\$15M



Research

- Controlled return to work (starting June 8th)
- Over \$4M in COVID related grants received by NYU Researchers to date



Student Affairs

- Value-added student experience, worthy of an NYU education
- Student Health Ambassadors
- Tailored programming – accessible in a variety of time zones and geographic locations

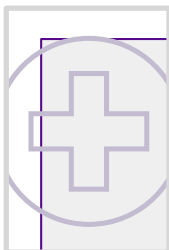
~\$7M-\$8M



Global

- “Go Local” in Shanghai, LA, DC, and Europe
- NYUSH/NYUAD to open
- No traditional study abroad in the Fall

~\$27M



Public Health

- Screening & Testing
- Public Health Protocols (Distancing, etc.)
- Accommodations and Adjustments

~\$47M-\$51M



Operations

- Facilities protocols and space modifications for building entry, health, and safety
- Secure external residence and study space
- Personal Protective Equipment (PPE)

~\$51M-\$59M

¹Estimates as of February 16th, 2021



CARES & CRRSAA Support Updates



- All **\$25.6M** awarded to NYU has been received from the Federal Government
- **100%** of value of funding has been awarded to **students** in FY20 and FY21
- **\$4M** of additional University funds allocated to emergency student aid in FY20



- Awarded an additional **\$37.4M** through second round of government stimulus (*“Coronavirus Response and Relief Supplemental Appropriations Act”, or “CRRSAA”*)
- Only **\$12.8M** is mandated to go to emergency student aid (*same amount as CARES Act*), but **100%** of value of funding will be awarded to students in FY21



Fiscal Year 2022 Budget Cycle



FY22 Priorities & Funding

NYU is counted in the top 30 Universities in the world and no longer in the top 30 most expensive¹

FY22 proposed budget parameters are designed to strengthen NYU's **academic and research excellence** and protect our progress on **affordability for an increasingly diverse student body**.

- **Affordability**
 - NYU has made tremendous progress since the start of affordability focus in FY16 - from **4th most expensive to 53rd** in FY20 in the *Chronicle of Higher Education* ranking
 - Since FY16, undergraduate tuition, room and board increased by just **2.8%** (CAGR) vs. a median of **3.4%** for *the 25-school peer group (3.0% peers tuition increase in FY21)*
- **Academic Excellence**
 - Attracting the world's most gifted students requires recruiting and retaining a diverse world-class faculty
 - **AMI and additional investments** incl. measures to increase the diversity of our faculty, salary studies findings, extraordinary performance/retention – AMI % and exact amount of incremental investments **TBD based on NYU's financial situation**
 - This incremental compensation (above AMI) will need to be funded through productivity in schools and units (e.g., permanent OTPS reduction, administrative efficiencies, permanent incremental revenue)
- **Administrative Compensation**
 - **AMI %** TBD based on NYU's financial situation
- **Diversity, Equity, and Inclusion**
 - Enhance equity and inclusion in the entire NYU community
 - Introduce incremental measures to increase the diversity of faculty and staff
- **The above investments will be partially funded by:**
 - **OTPS inflator of 0% in FY22 & FY23**
 - Schools and units productivity to fund incremental faculty compensation - **TBD**

1. *Times Higher Education*



FY22 Budget Principles & Timeline

The top priority of the FY22 budget cycle is to ensure that NYU remains **financially resilient** and exits the pandemic prepared to invest in strategic priorities that will support **our upward trajectory in academic and research excellence**

Gather Budget Requests

- Meetings with all schools and units in March and April
- Senate Financial Affairs Committee meets and presents budget requests by mid-March

Consolidate & Review

- Budget requests are consolidated and reviewed with Senior University Leadership during April
- The Consolidated budget is reviewed with NYU's Finance Committee of the Board of Trustees in May and again in June

Approve and Implement

- Board of Trustees review & approve on June 9th.
- AMI and other budget parameters communicated to NYU Community by Provost and EVP
- NYU Budget Office communicates budget decisions by late June