

	MEDICAL SCHOOL							
QUESTION	Dept. of Dermatology	Dept. of Physiology	Dept. of Surgery	Dept. of Therapeutic Radiology	Dept. of PM&R	Dept. of Neuroscience	**Dept. of LM&P	**Microbiology
1. Does your department use an elected, peer evaluation group to conduct faculty merit evaluations?	No - The department uses a financial management process in which productivity is evaluated in a uniform manner across the department. The chair in consultation with the faculty member and in context of overall department finances recommend to the Dean the compensation for each faculty member. Merit evaluation is part of the peer review for promotion and tenure.	To my knowledge there is no policy statement governing how merit salary increases are determined.	No response	No - Interim chair and method this year was to request all faculty to submit a "report" on their academic achievements and contributions for the previous year as well as game plan for upcoming year. Met with all faculty on an individual basis to discuss their academic and service records before determining merit score. Score was used to determine compensation. In the past there was no merit evaluation unless you were a probationary		Yes	No - (see attached footnote)	No - The faculty agreed to have the head continue to conduct merit evaluations based on a unanimously agreed-upon written set of post-tenure review goals and expectations.

faculty.

<p>2. Does the department chair/head participate in the deliberations of the elected, peer evaluation group during faculty merit evaluations?</p>	<p>Yes</p>	<p>New head of department and increases for 98-99 had been determined by previous head.</p>		<p>Yes</p>		<p>I anticipate participating.</p>	<p>No - The Head reviews all the review forms after all reviews are concluded.</p>	<p>No - See #1</p>
<p>3. Does the department chair/head collate scores from the elected, peer evaluation group during the faculty merit evaluations?</p>	<p>Yes - See above</p>	<p>A faculty-driven proposal to distribute merit-based faculty increases will be developed in the current academic year after we learn more about our continuing future.</p>		<p>No</p>		<p>See #1</p>	<p>No - The Head collates all scores from the RAC committee and all division directors at the end of the process.</p>	<p>No - See #1</p>
<p>4. Does the department chair/head render an evaluation during the faculty merit evaluations?</p>	<p>Yes - See above</p>			<p>Yes - Chair/head's score to that of the faculty peer review committee.</p>		<p>I anticipate Head involvement.</p>	<p>Yes - All scores are normalized across the department to allow better correlation from group to group.</p>	<p>Yes - The head renders the evaluation on his own.</p>
<p>5. Does the department have a formal compensation/merit evaluation policy?</p>	<p>Yes</p>			<p>No - In the past there was no formal policy. The chair set compensation annually. As interim chair,</p>		<p>Yes - See #1</p>	<p>Yes</p>	<p>Yes</p>

				I believe there should be a policy and am in the process of drafting one.				
6. Does your department annually vote on the process(es) and criteria for faculty merit evaluations?	Yes			No - In the past the faculty did not have a voice in this process other than to argue with chair.		See #1	No - The review form is reviewed each year for faculty input by all faculty. We've been using the same procedure for approximately 8 years. An annual review based on information provided in our annual review form.	No - No explanation.
7. Who makes the final decision on the actual amount of merit pay awarded in faculty merit evaluations?	Chair/Head			Chair/Head - There are no merit scores from faculty peers.		See #1	Chair/Head - We determine how the ratings will tie into a percent increase, the actual increase is based on the number of dollars available. We also try to match the average increase recommended by Central Administration. Central Administration never provides	Chair/head - There is no faculty peer evaluation group involved in this process.

							the dollars sufficient to pay increase they publicly promulgate.	
8. Does the available pool (not the source) of dollars available for annual faculty merit distribution vary depending on how a faculty member's appointment is funded?	Yes - Faculty in the development phase of their careers usually the first two years have funding supported by the medical school and through a redistribution of clinical earnings of the group.			No		No	Yes - We base our increases on the overall availability of funds but the size of an increase is not determined by individual funding sources.	No
9. Are the faculty aware of the available pool of money to be allocated to merit salary increases in this department? [e.g. dollars as a % of current pay, gross dollars, etc.]	Yes			In the past there was not an awareness of the available pool. The salary was contingent on good clinical revenue stream, and it was made clear that if clinical revenues were down, the salary would be adjusted accordingly.		Yes	Yes - We usually have a meeting preceding the compensation process to explain the financial situation of the department to include dollars available for increases.	No - The faculty are aware of the central administration's recommendation but not the exact dollar amount of the pool.
10. Does the presence of a	Yes - Part of total salary			No		No response	No - Increases are entirely	No

<p>research grant containing salary dollars influence what might be available for awarding to individual faculty at annual merit distribution deliberations? [e.g. 3% average increase suggested by central administration, but grant contains 2% or 4% increase on that portion of the involved individual's salary]</p>	<p>based on NIH cap</p>					<p>based on merit. If a grant cannot fund an increase we would look for other funding sources for that faculty member. Collective grant offsets allow more money to be available for salary increases but exact amount of percentage increase is based on merit not availability of funds.</p>	
<p>11. Does the presence of a practice plan influence what might be available for awarding to individual faculty at annual merit distribution deliberations? [e.g., is the % of an individual's appointment that is assigned to clinical practice/service treated similarly to what has been suggested by central administration (3%) or are practice dollars awarded strictly on the basis of income generation?</p>	<p>Yes - The Department of Dermatology uses the same productivity methodology for compensation as does the Department of Medicine and the Department of Neurology = 120 faculty.</p>		<p>No</p>		<p>No - NA</p>	<p>No - We use the same process to determine clinical salaries.</p>	<p>NA</p>

<p>12. Do monies generated from clinical practice endeavors go into the academic department and potentially into a merit pool involving those faculty not engaged in clinical practice?</p>	<p>Yes - Used mostly to support administrative needs as it is the only general unrestricted funds available to the Department.</p>			<p>Yes - The clinical dollars subsidize all other aspects of the department.</p>		<p>No</p>	<p>Yes - 1571 funds could be used to fund some increases but most of these funds are used for staff salaries and operating expenses of the department.</p>	<p>NA</p>
<p>13. Do the faculty in the department get a report on how available merit pool dollars were distributed (obviously not specifically to whom, but in the anonymous sense "how many faculty got what % raise)?</p>	<p>Yes</p>			<p>In the past this did not occur. This will happen in the future. It is difficult with only 12 faculty - to keep it anonymous.</p>		<p>Yes</p>	<p>Yes</p>	<p>No - Each individual faculty member is notified in writing of their own salary increase.</p>
<p>14. Is the goal to award an "average" of the annually specified percent (as determined by Central Administration) to an individual's total faculty salary?</p>	<p>No</p>			<p>No - The previous process was not based on any formula.</p>		<p>See #1</p>	<p>Yes - Except in the cases of pay equity or promotion. However, the University never gives sufficient funds to award increases. For example, they say they give us 3% but we really only get 1% of total salary commitments, this is the heart of the problem.</p>	<p>No - The pool is determined by the % recommended from central administration. The pool is distributed based on merit without a specific formula.</p>

15. Do you have any "incentive pay" or annual productivity bonuses that are awarded to faculty?	Yes - Based on individual changes to productivity during the year and the overall performance of the department.			No		No	No	No
16. Are you aware of the Faculty Compensation Policy and what it says about how annual merit evaluations and salary determinations are to be conducted?	Yes			Yes		Yes	Yes	Yes
17. Do you as department chair/head meet with your faculty individually to explicitly discuss their merit evaluation and to agree upon mutual expectations for the following academic year?	Yes			Yes - In the past we met with the chair to discuss in general the overall progress and to hear what the possible salary would be (without any promises that this would be the actual salary depending on clinical revenues). Workload, expectations, etc. were not discussed.		Yes - The first thing we did was establish an "Annual Plan" policy on which merit will be partially based.	No - see footnote	Yes
18. Do you as department chair/head	Yes - a. Based on			Yes - a) In the past it is		No response	Yes - an overall rating is	Yes a) 90% on performance and

<p>use a criteria-based formula to calculate merit scores for individual faculty?</p>	<p>remunerated effort in research, teaching clinical activity, administration and other.</p> <p>b. Rank not a factor</p>		<p>unclear whether the chair used a formula. If so, it was not shared with the faculty. In my first try as interim chair, I attempted to give equal weight to service, teaching and research. B) My system was not that complicated.</p>		<p>given by the division director of Rac and this rating is tied to a percentage increase after normalization of one group to another.</p>	<p>teaching; b) No; c) Merit scores are based on productivity</p>
<p>19. Are merit \$ awarded on a % of salary base, a raw dollar basis (e.g., dollars from the available pool regardless of annual salary), some combination of % and raw \$, or some other method?</p>	<p>Other - Combination</p>		<p>No explanation for this question.</p>	<p>Raw - Anticipate will be a combination</p>	<p>% from salary - a rating is tied to a percentage of base salary within the constraints of the available dollars in the department.</p>	<p>Raw & % - Merit dollars are awarded based on productivity and equity for faculty with similar productivity and rank.</p>
<p>20. When and how do you communicate the faculty member's annual salary incremental increase (or lack thereof) to individual faculty in your department?</p>	<p>Once a year during the annual fiscal budget planning process. Our full time faculty members constitute an executive committee and must vote by majority for the faculty</p>		<p>Personal meeting with the faculty member.</p>	<p>Formal Letter</p>	<p>A letter is sent to each faculty member.</p>	<p>Salary increases and annual evaluations are communicated by letter to each faculty member as soon as possible after the available pool of funds is identified.</p>

	compensation plan each year.							
21. When did the merit salary increases for your tenured and tenure-track faculty become effective in your department this year? (e.g., when did your faculty see the difference in their gross pay?) Specify the month and year the raises for 99-00 became effective.	Effective 7/1/99 - received in Sept. 99 paycheck.			Effective as of July 99, but didn't actually get to them until probably September. The raises were retroactive to July 99. (I did not become interim chair until May 99)		This year's plan was based on salary equity issues and was done based on the Medical School's schedule. Raises were received in August.	June 21, 99 - in checks December 99.	Faculty received increase letters in July 99 for 99-00; increases were effective 6/21/99; actual payroll change was implemented in early August and included applicable retroactive pay.
22. Are there any problems with the Faculty Compensation Policy that you feel should be addressed by the Senate Committee on Faculty Affairs and/or the Faculty Senate?	The Medical School does not receive its appropriate share of state appropriations, tuition and other income from central administration to adequately support the educational missions of the Medical School faculty.					Please clarify policies on "Incentive Pay" in regards to grant salary dollars.	There is great difficulty in making comparisons across faculty in a department such as ours. We have a broad range of MDs doing service work and generating income at the same time teaching heavily and doing research. We have Ph.D.s doing service work and research, we also have Ph.D.s doing research with good grant support; other cases with no grant support and little to no	Salary comparable to other institutions; Equity issues at all ranks.

teaching
activities.

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