FAC Salary transparency subcommittee recommendations
April 9, 2018

Shortly after the Faculty Advisory Council (FAC) was formed in 2015, it identified salary equity and transparency as a major topic of concern in the medical school community. While the Dean’s Office had taken substantive steps to address equity, which continue to this day, there were significant ongoing concerns with regard to the transparency of this process. The FAC constituted a subcommittee to address this issue. That subcommittee conducted a survey of all YSM ladder and research-track faculty; we received nearly 500 responses, with a response rate of ~28%.

Based on results of this survey, the FAC presented a list of 7 recommendations to Dean Alpern in 2017 (Appendix 1). Several recommendations addressed the issue of salary benchmarking: providing objective information whereby faculty members can compare their salary with the salaries of comparably situated faculty members at Yale and at comparable institutions across the country. Most of these recommendations have been addressed.

Several recommendations remained outstanding as of the beginning of 2018. These were discussed by the full FAC on 1-8-2018, and consensus was achieved on the recommendations listed below.

a. Each faculty member should meet with their Dept. Chair, Section Chief, or other administrative representative at least once annually, to discuss performance and compensation. This meeting will be organized by administrative support within the Dept.

b. This meeting should occur prior to the Chair’s/Section Chief’s salary meeting with the Dean for that year.

c. This meeting should be documented by administrative support within the Dept and confirmed by the faculty member. The compiled record of which faculty members have met with the Chair should accompany the Chair to their annual salary meeting with the Dean.

d. The Dean’s office should strive to release salary letters before July 1. (It would be helpful if the Dean’s office clarified a general timeline of the steps needed to reach this point, recognizing that it may take extra time to accommodate those faculty requiring adjusted salaries).

Three further recommendations were presented to the FAC by the Salary Subcommittee (Appendix 2), but consensus was not reached on these additional points, and they were tabled for further discussion.
Appendix 1- Recommendations based on 2017 salary survey, presented to Dean Alpern
June 2017

1. Annual salary letter needs to better explain—
   a. The amount of the merit increase and the reason behind the increase amount (e.g., under departmental guidelines, standard increase for rank, equity adjustment)
   b. How salary is determined within the department/section
   c. The variables taken into account for the individual faculty member when setting salary (e.g., clinical and research productivity, teaching, committee participation)
   d. Anticipated sources of salary support for the upcoming fiscal year

2. Distribute the salary letter before the salary increase goes into effect (end of June/mid-July)

3. Department chair and/or section chief meet with faculty member annually and include compensation as part of that discussion
   a. Draft 5 or 6 questions related to compensation to help guide the dialogue

4. Compensation benchmarking statements for basic researchers in clinical departments to include internal Yale percentiles for faculty in basic science departments

5. Distribute benchmarking statements to all ladder and research rank faculty, regardless of whether or not they are paid by Yale

6. Other benchmarking statement considerations
   a. Benchmarking statements use a sample size cut-off of 10 – that is, faculty are not subdivided into groups smaller than this for comparison. This threshold was set in consultation with legal counsel, to preserve confidentiality of individual salary numbers (which might be inferred if the comparison groups were too small). Can we lower this threshold while still maintaining an appropriate level of confidentiality?
   b. Include data point/evaluation taking into account years in rank
   c. Add internal Yale percentiles excluding additional compensation (aka moonlighting)
   d. Overall, improve clarity

7. Establish salary guidelines for associate research scientist salaries
Appendix 2. Points discussed at FAC meeting 1/8/2018, and tabled

a. FAC should establish a liaison committee that faculty can contact with issues regarding compensation. This liaison committee would function primarily as a fact-finding body and provide feedback to faculty who request assistance. The liaison committee would communicate directly and anonymously with Dean Alpern’s office and Tracy Larmer.

The FAC felt that having a formal liaison committee would achieve little of substance beyond the current avenues. Instead, the FAC representative for each dept will send out a letter to their constituents in March, providing an overview of avenues that can be pursued, outside of the chair, to gain more clarity on criteria underlying current compensation. These include communication with the FAC or Tracy Larmer.

b. The Yale School of Medicine should establish a standardized online system for all faculty to enter details of their clinical, research, scholarship, teaching, and service efforts, which can be accessed and updated at any time.

This has been tabled, and will be revisited as part of a larger discussion examining criteria that consider models balancing compensation with climate and patient care.

c. YSM should strive to increase base pay and decrease incentive pay, to promote salary transparency.

This has been tabled, as part of the larger issue in b above.