

**Faculty Salary Policy
UNC-Chapel Hill School of Medicine
April 2004**

GENERAL. The School of Medicine philosophy towards setting faculty salaries is grounded in the concept of reward for meritorious service, in all aspects of the School's mission. Factors such as longevity (time in rank) play a relatively minor role, and impermissible factors such as gender, ethnicity, age, or marital status, are viewed as having no role to play in salary determinations. To the extent permitted by available financial resources, all Departments are expected to work towards or maintain average salary profiles by academic rank that approximate mean salaries by rank and discipline at all U.S. medical schools. This in no way implies, however, that individual faculty have an entitlement to any given salary level.

PROCESS. Establishing the salary level of newly hired faculty and recommending salary adjustments in subsequent years is a core responsibility of Department Chairs in the School of Medicine. Financial resources permitting, Chairs are expected to maintain salary patterns that are sensitive to the discipline-specific labor market; enable the recruitment and retention of high quality faculty; and promote good morale and sense of fair treatment amongst the faculty. The Chairs annually recommend salary levels for their faculty to the Dean for review and endorsement. Following annual approval of faculty salary recommendations by the UNC Board of Governors, Chairs are expected to formally notify faculty individually of their total annual salary for the fiscal year in question. Faculty members who may have concern about their salary level are encouraged first to seek clarification from their Division Chief and/or Chair; if unsatisfied with this step, continuing concerns may be communicated to the Dean for further consideration. Faculty also may communicate salary concerns to the School's faculty salary equity review committee (see below).

CRITERIA. The factors to be considered by Chairs in making faculty salary recommendations are expected to vary according to the primary duties assigned to the faculty member. These performance expectations are outlined at the time of initial faculty appointment, and are adjusted periodically thereafter to reflect both the changing interests of the faculty member and the programmatic needs of the Department. Chairs are expected to objectively assess each faculty member's actual accomplishments/productivity against each individual's performance expectations not less often than annually, and to provide direct feedback to each faculty member in conjunction with salary adjustment recommendations. Where applicable, Chairs' salary recommendations will include consideration of teaching effectiveness; scholarly accomplishments as measured by peer review processes (i.e., extramurally-funded grants and contracts, publications in refereed journals); success in securing extramural support via grants, contracts, and/or clinical service receipts; professional recognition via election or appointment to recognized national or international organizations; exemplary clinical services activity; good citizenship through service to the Department, School, or University; salary adjustments necessary to assure desired retention of faculty members under recruitment by others; and internal equity among groups of otherwise similarly-situated individuals in the Department.

SALARY EQUITY REVIEW. For over twenty years the School of Medicine has employed a faculty-led process for the annual review of the salaries paid to all full-time and part-time faculty. Recently modified in form, the School's current committee is comprised of six non-Chair senior faculty (four female, two male). Using comprehensive internal salary data and published external benchmarking data, the committee scrutinizes the salaries of all faculty in all 27 Departments with the aim of identifying instances of potential salary inequity amongst like subsets of faculty (e.g., assistant professors with M.D. degree, associate professors with other doctoral degrees). Should such cases arise in a particular Department, they are brought in writing to the attention of the concerned Department Chair and the Dean. The Chair is required in turn to respond in writing to the Dean, providing explanation/justification for the salary in question or the Department's plan for remedying any instance of salary inequity. Any such salary adjustments must be reflected in the Department's financial planning for the following fiscal year.