

# Faculty Compensation Analysis

## UF College of Medicine – Jacksonville

# Introduction

“Salary equity refers to whether or not individuals have access to opportunities that allow them to earn and be paid similar compensation for comparable work, given shared qualifications – regardless of differences in individual characteristics such as gender, race, age, sexual orientation, religion and disability.”

# Introduction

- Salary equity, especially in academic medicine, is complicated and difficult to understand, but it's critical to address.
  - Understanding and addressing salary equity at UF COMJ is critical to attracting and retaining talented faculty.
  - It promotes an equitable culture and climate.
  - Is the right thing to do and the smart thing to do – yet we recognize it can be a challenging task, requiring dedicated financial resources and a sound organizational financial footprint.
  - Failing to create an equitable environment can hamper institutional success through retention and recruitment costs, as well as losses in clinical productivity.

# Current Institutional Efforts

- Recruitment
  - Departments provided AAMC Median Salary Data
  - Offer letters – proposed salary is reviewed and compared to department and AAMC salary data.
- UF COMJ has conducted periodic reviews of faculty compensation since 2010.
  - Departmental Reports to department chairs
  - Fixed Salary plus supplements; Total Compensation (annual report provided by UF Tax Services - W-2 data); AAMC Faculty Salary Survey
- April 2019 release of AAMC report, *Promising Practices for Understanding and Addressing Salary Equity at U.S. Medical Schools*.
  - In anticipation of the AAMC report, the UF COMJ recent review (March 2019) included the following demographic categories: gender, race/ ethnicity and time at institution.

# Current Institutional Efforts

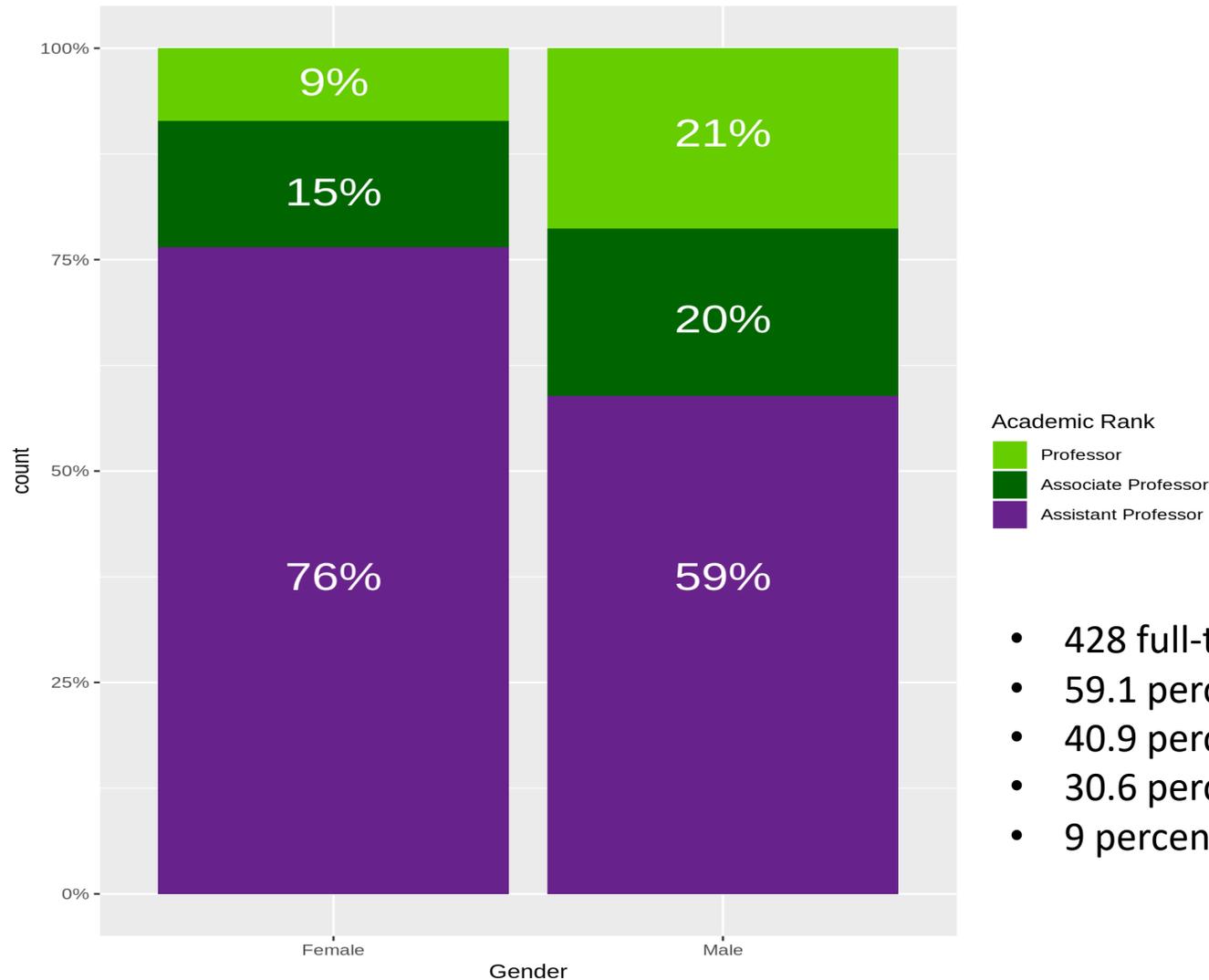
- Leadership's commitment is to:
  - Maintain the attention to pay equity high in our collective conscience
  - Continue an annual review process that maintains accountability for meeting our institutional expectations while preserving the appropriate discretion necessary to govern a wide array of faculty talents, skills, needs and accomplishments.
- Contracted with an outside consultant where advanced statistical modeling was employed to account for all factors simultaneously, in service of obtaining the most accurate picture of salary equity at UF COMJ.

# Data Summary

- Relevant variables in the dataset, stratified by department:
  - Salary
    - Base Salary
    - Admin Supplements/Stipends
  - Total Compensation
    - Base Salary
    - Admin Supplements/Stipends
    - Additional duty pay
    - Incentive
    - Bonus
  - Median & 75<sup>TH</sup> AAMC Faculty Salary
  - Degree Breakdown
  - Academic Rank
  - FTE & Effort Assignment
  - Gender
  - Race
  - Ethnicity
  - Years of Service

# Data Summary

## Faculty Academic Rank by Gender



- 428 full-time and part-time faculty members
- 59.1 percent (253) are male
- 40.9 percent (175) are women
- 30.6 percent (131) are under-represented minorities
- 9 percent (41) reported as Hispanics.

# Results

- **FTE-Adjusted Salary Analysis**

- A multivariate linear regression model, adjusting for race, ethnicity, department, academic rank, degrees, percentage breakdown of duties, and years of service.
- **Males, on average, make 1.085 times the salary of females, accounting for the factors listed above. This is equivalent to 0.92 cents on the dollar for women.**
- No significant differences were noted for ethnicity or years of service.

- **FTE-Adjusted AAMC Median Salary Analysis**

- A model where the AAMC FTE-Adjusted Median salary is substituted for the actual UF salary.
- **Using AAMC FTE-adjusted salaries, males would make 1.086 times as much as females.**
- This effect size is very close to the UF salary model, and implies that UF salaries are in the same range as the national average.

# Results

- **FTE-Adjusted Total Compensation Analysis**
  - **Males, on average, make 1.074 times more total compensation than females, accounting for all the following factors.**
    - 7 employees missing total compensation.
    - 51 employees with total compensation lower than salary.
    - For this reason, we give preference to the salary-based analyses.
  - In total compensation every year of service accounts for 1.005x more compensation

# Conclusions

- **Demonstrated wage gap, but this gap isn't the entire story.**
  - At UF COMJ, males, on average, make 1.085 times the salary of females, after accounting for variables such as academic rank, degree, years of service, and department.
    - **This is equivalent to 0.92 cents on the dollar for women.**
  - Clearly, major differences exist between departments.
    - Departments with large gaps in gender proportion require further analysis for income disparity within the department.
    - Departments having more women than men are among the lowest paying, and those with excess men pay the most.
    - Similar results are seen in the AAMC report, which indicates that ***assortment rather than salary bias plays a major role.***

# Conclusions

- **Comparison to the published AAMC Report**

- UF COMJ salaries are in the same ballpark as the nationwide average.
  - This runs counter to the existence of explicit salary bias against females at UF COMJ.
  - AAMC medians are not specific to gender but to specialty within department, so if there were explicit bias, we would expect the gender effect to be stronger in the UF COMJ salary analysis than the AAMC analysis. They are nearly equal.
- Strong evidence that men are predominant in specialties and departments that pay higher than those in which women are predominant, all other things being equal.
  - But within these groups, men and women are mostly on par.

# Next Steps

- Leadership's commitment to conducting salary-equity studies regularly.
- This in-depth study is a first step and should not be considered a complete analysis of salary equity.
- Time in rank and productivity could be incorporated into a comprehensive equity study.
- Assess equity among separate compensation components:
  - Fixed/Contractual Salary
  - Administrative Supplements/Stipends
  - Bonus/Incentive Pay
  - Additional Duty Pay
- In-depth review for departments with large gaps in gender proportion; and numerous specialties.

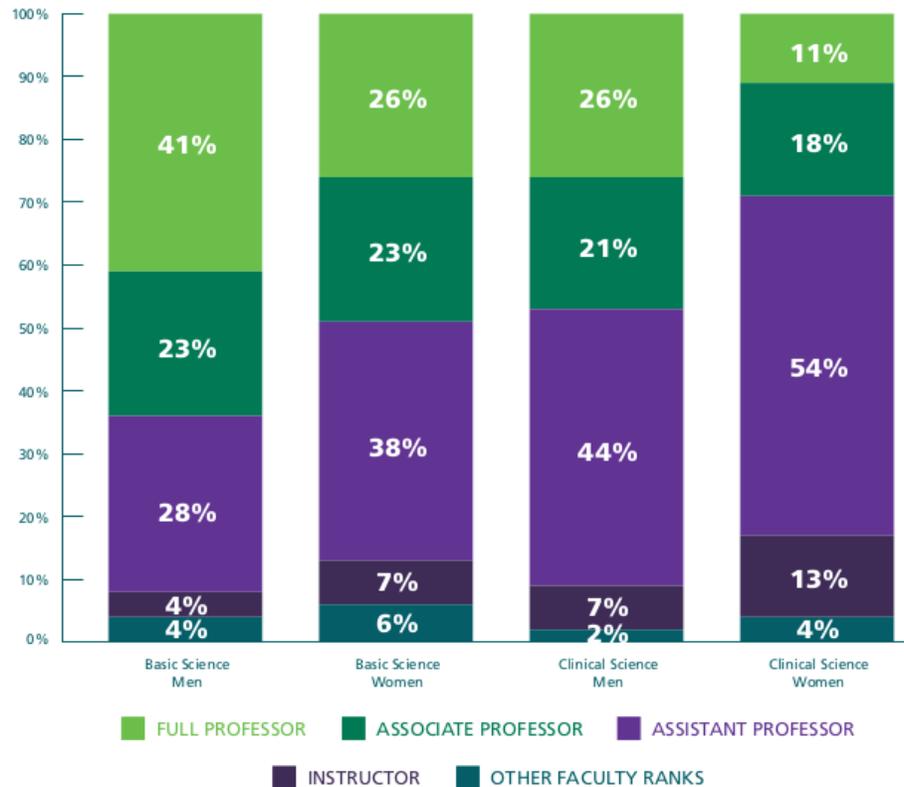
# Communication Strategies

- Communication from leadership (deans and department chairs).
  - Help faculty know that leaders see the value salary equity brings to the institution's culture.
  - Address both tangible issues and faculty perceptions of inequities.
- Initial presentation and findings.
  - Executive Committee
  - Faculty Council
  - Academic Women Group
- Opportunities for faculty to engage with leadership in open communication.
  - Town hall meetings
  - Department meetings
- Make the slides and report available.

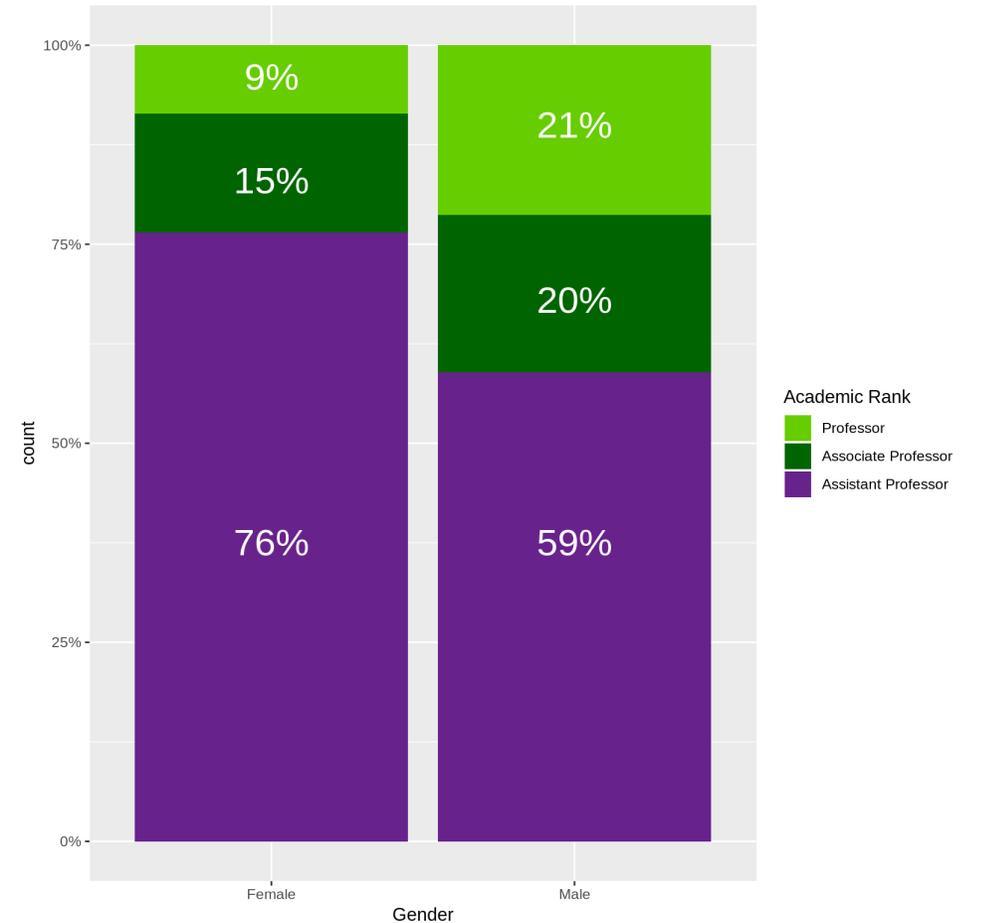
# Women Across Faculty Ranks

Women made up a smaller percentage of faculty at higher ranks than men

**FIGURE 3: FULL-TIME FACULTY BY DEPARTMENT TYPE, RANK, AND GENDER AT ALL U.S. MEDICAL SCHOOLS**



## UF COMJ



# Allocation of Effort

**FIGURE 7: ALLOCATION AND PERCEPTIONS OF EFFORT: FULL-TIME CLINICAL SCIENCE FACULTY**

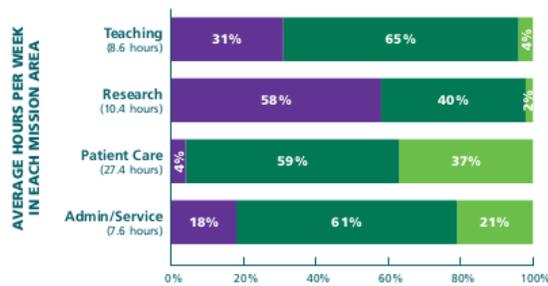
**WOMEN**

**Allocation of Effort**



- TEACHING/EDUCATION
- RESEARCH/SCHOLARSHIP
- PATIENT CARE/CLIENT SERVICES
- ADMINISTRATION/INSTITUTIONAL SERVICE

**Perceptions of Effort**



- TOO LITTLE TIME/EFFORT SPENT IN MISSION AREA
- ABOUT RIGHT TIME/EFFORT SPENT IN MISSION AREA
- TOO MUCH TIME/EFFORT SPENT IN MISSION AREA

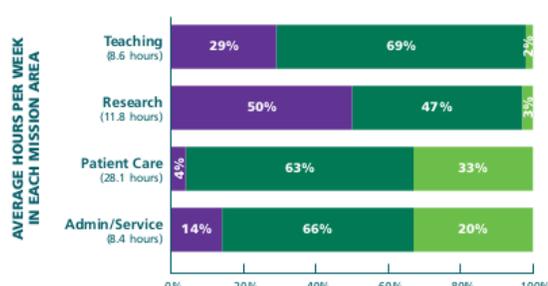
**MEN**

**Allocation of Effort**



- TEACHING/EDUCATION
- RESEARCH/SCHOLARSHIP
- PATIENT CARE/CLIENT SERVICES
- ADMINISTRATION/INSTITUTIONAL SERVICE

**Perceptions of Effort**



- TOO LITTLE TIME/EFFORT SPENT IN MISSION AREA
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**UF COMJ**

Allocation of Effort by Gender

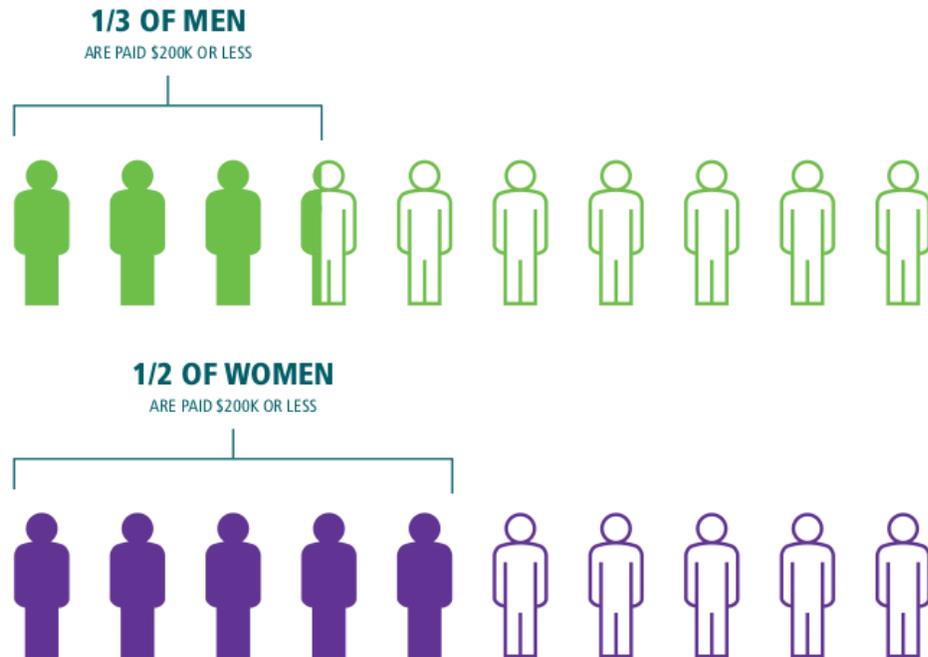
Gender	Teaching	Service	Patient Care	Research
Female	18	9	69	5
Male	19	11	65	5

# Men's and Women's Median Compensation

FIGURE 9:

FY 2017 DISTRIBUTION OF MEN'S AND WOMEN'S MEDIAN COMPENSATION

WHO IS PAID LESS?



UF COMJ

**13% of male faculty**  
are paid \$200,000 or less

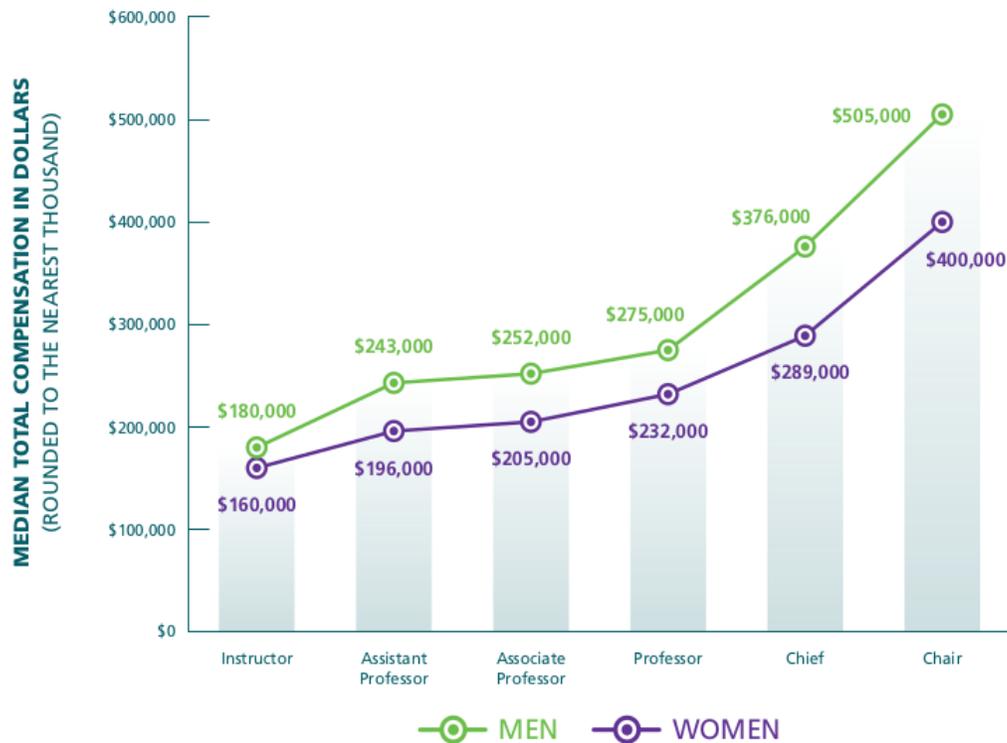
**36% of female faculty**  
are paid \$200,000 or less

# Median Compensation by Gender and Rank

In aggregate, median compensation for men was greater than for women at every rank

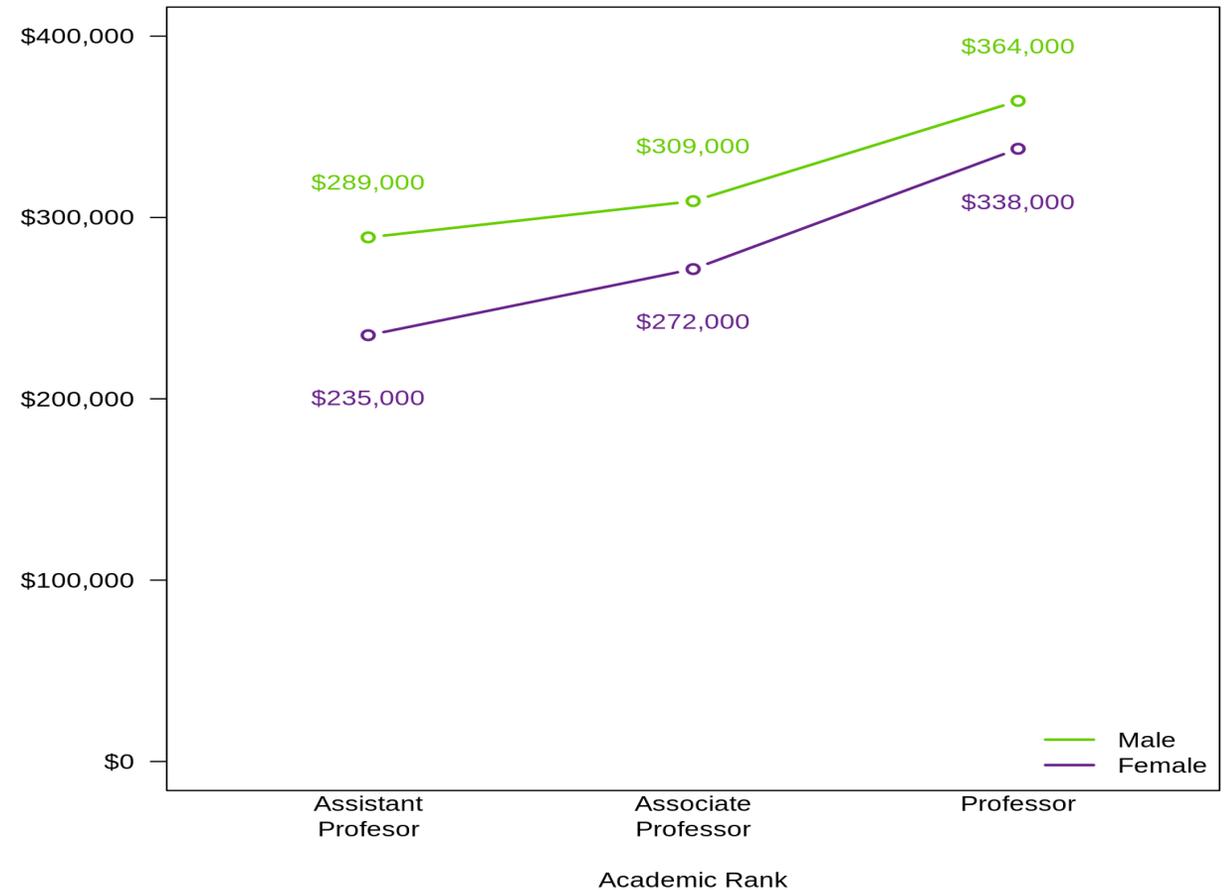
FIGURE 10:

FY 2017 MEDIAN COMPENSATION BY GENDER AND RANK



## UF COMJ

Median Total Compensation by Gender and Rank



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