

UNIVERSITY OF FLORIDA COLLEGE OF MEDICINE

Faculty Compensation Plan

July 1, 2010

Table of Contents

Introduction	3
Base Salary.....	3
Faculty Assignments and Performance Scores	4
Performance Standards and Evaluations	6
Teaching Evaluation.....	6
Individual Teaching Incentive.....	7
Research Evaluation.....	9
Individual Research Incentive.....	10
Service Evaluation	13
Administrative Supplements	13
Patient Care Evaluations	14
Individual Clinical Incentive.....	15
Veterans Health Administration.....	16
Year-end Departmental Incentive	17
Endowments	18
Compensation Plan Database.....	18
Timeline	18
Resolution of Conflicts and Grievances.....	19
Exhibit I: Performance Standards	20
Exhibit II: Examples	22
Exhibit III: Compensation Benchmarks.....	23
Exhibit IV: Medical Productivity Benchmarks	32
Exhibit V: Timeline.....	35

INTRODUCTION

The major goals of the University of Florida (UF) College Of Medicine (COM) faculty compensation plan are to promote and reward individual success in teaching, research, service and patient care through monetary incentives and individual recognition.

The compensation plan covers both clinical and basic science faculty employed by the COM. All faculty employed in salaried, benefits-eligible positions participate except: (1) faculty reporting to COM leadership in Jacksonville (COM faculty employed at the Jacksonville regional campus are covered under a separate compensation plan), (2) OPS and Emeritus faculty, (3) postdoctoral associates and research associates, (4) visiting faculty, (5) Advanced Registered Nurse Practitioners and Physician Assistants, and (6) faculty specifically exempted by the Dean.

A new faculty member who is employed after the first business day of the fiscal year may be included in the plan if the position is included in the department's annual budget and has been given an appropriate assignment and, for clinical faculty, a wRVU target.

This compensation plan is subject to periodic review by the COM Compensation Committee and revision by the Dean to ensure that the goals of the plan are being met. Without revising the plan, incentive payments or other elements of this plan may be suspended in specific cases where the College of Medicine faces financial exigency, as determined by the Dean. Standing research and clinical subcommittees of the Compensation Committee are available to make recommendations to chairs or the Dean, as appropriate, about disputes, conflicts, or questions surrounding faculty compensation.

BASE SALARY

Base salary is a faculty member's fixed contracted salary. Base salary may be adjusted annually in accordance with UF and COM guidelines and based on the faculty member's performance. If performance measures are achieved or exceeded, faculty will be eligible for a base salary increase, incentives, and/or a year-end departmental incentive.

Base salary, also referred to as "Fixed/Contractual Salary Plus Medical Practice Supplement" in the AAMC Faculty Salary Survey, will be subject to an established floor and ceiling, stratified for rank and specialty (EXHIBIT III). A faculty member's base salary cannot be reduced below the AAMC 20th percentile, and cannot exceed the AAMC 75th percentile. It is the intent of the COM to provide appropriate total compensation without inflating base salary. When annual faculty salary increases are authorized by UF or the COM, faculty above the 75th percentile may be granted a payment in lieu of a base salary adjustment. Other external benchmarks in lieu of the AAMC 75th percentile ceiling may be used with the approval of the Dean. For basic science

faculty and PhD's in clinical departments, base salary is subject to the AAMC 20th percentile floor but not the ceiling.

Total compensation is comprised of base salary, administrative supplements, productivity incentives, year-end departmental incentives, and one time payments. Total compensation may not exceed fair market value. In order to receive an incentive payment, a faculty member must be employed with the College of Medicine in a faculty position through June 30th of the current year.

Base salary increases associated with faculty promotions and the UF Salary Pay Plan (SPP) will be made in accordance with University of Florida and COM guidelines.

FACULTY ASSIGNMENTS AND PERFORMANCE SCORES

All faculty are assigned an academic home department responsible for their annual evaluation. If faculty have major responsibility in another area, a Center for example, the home department chair should communicate with the appropriate supervisor from that area regarding the faculty assignment and evaluation.

The department chair, or appropriate designee, must define faculty job expectations and establish full time equivalent (FTE) assignments for each faculty member, as well as performance measures for each assignment. A faculty member's FTE assignments should accurately reflect the work effort of the faculty member. Performance measures appropriate for faculty rank and opportunity are determined with input from the faculty member.

When residents or medical students are present during clinical work, clinical FTE's may be reallocated 80% patient care and 20% teaching to provide credit for instructional activity. For teaching FTE's, instructional hours and number of students taught are used to align FTE with responsibilities. The FTE assigned to research cannot be less than the ratio of all salary paid by research grants and research contracts divided by base salary.

Faculty members with assignment to the Veterans Health Administration (VHA) will be assigned an FTE value that reflects net time commitment to the VHA. VHA appointments are based on 40 hours of work per week, which represents an 8/8ths appointment to the VHA. During scheduled VHA hours, a faculty member cannot participate in COM activities.

At the time of their annual evaluation, faculty members must demonstrate that they met their assigned performance measures for the year. A rating system will be used for performance, assigning a grade for each activity (1 to 5, 5 = best score) and adjusting the score for assigned FTE. The weighted scores for all activities will determine the final performance score as shown in the table below. Grades will be rounded to the nearest tenth decimal place.

Chairs may increase or decrease the grade in any one mission by up to 1.0 point to reflect professionalism, attitude, enthusiasm, willingness to volunteer, attendance at meetings, participation as a team player, and similar characteristics and contributions.

Mission	FTE Percent	Grade	Score
Teaching			
Research			
Service			
Patient Care			
Veterans Health Administration			
Total	100 %		

Faculty are eligible for annual base salary and merit increases, incentives, and year-end departmental incentives based upon the faculty member's total performance score as referenced in the table below. Such increases must be in accordance with UF and COM guidelines.

Faculty who receive an annual evaluation rated at the below performance standard level or at the unsatisfactory performance level are subject to annual reductions in base salary. In such situations, the effective date of base salary reductions will be determined by the Dean.

Overall Performance Score	Outcome
4.5 to 5.0	Outstanding performance. Eligible for base salary and merit increase, incentive, and year-end departmental incentive.*
4.0 to 4.4	Exceeds performance standard. Eligible for base salary and merit increase, incentive, and year-end departmental incentive.*
3.0 to 3.9	Achieves performance standard. Eligible for base salary and merit increase, and incentive.
2.0 to 2.9	Below performance standard. Up to 5 percent base salary reduction. Not eligible for incentive or year-end departmental incentive.
0.0 to 1.9	Unsatisfactory performance. Up to 10 percent base salary reduction. Not eligible for incentive or year-end departmental incentive.

*Higher performance scores may result in higher merit increases and year-end departmental incentives.

PERFORMANCE STANDARDS AND EVALUATION

Performance will be tied to academic benchmarks and evaluated by objective data whenever feasible. Departments will develop performance measures for each mission that can be used to benchmark and establish a base score. If a faculty member's assignment changes during the year because of new or altered assignments, such changes must be approved by the Dean and documented in writing to the faculty member.

TEACHING EVALUATION

Measures of teaching performance are based on data that will be provided by the COM, course, clerkship and residency program directors, and individual faculty members. Productivity is measured in teaching hours, numbers of students taught, service on teaching committees, and development of teaching aids. Teaching productivity should correspond to the FTE assigned to teaching.

Quality is to be measured by student, resident and peer evaluations and by teaching awards. The following table provides a guideline for grading teaching performance.

Grade	Quality
4.5 to 5.0	Recognized for teaching excellence by students, residents, or peers. Demonstrates teaching leadership by distinguished service on UFCOM education committees or as a course, IDP director, clerkship, or residency program director. Responsible for and achieves continuing residency accreditation. Promotes education programs at regional or national meetings. Receives outstanding teaching awards.
4.0 to 4.4	Readily accepts teaching responsibilities, produces materials, and works with others to improve educational programs. Achieves above average performance ratings from students, residents or peers.
3.0 to 3.9	Participates in assigned teaching responsibilities with average performance ratings as identified by students, residents, course or residency program director, IDP director, chair, or Associate Dean for Education.
2.0 to 2.9	Performs below expectation for assigned teaching responsibilities as indicated by poor evaluations from student, resident, or peers, or by failure to perform assignments on time.
0.0 to 1.9	Does not accept teaching responsibilities when asked or accepts with reluctance and/or fails to follow through on assignments.

INDIVIDUAL TEACHING INCENTIVE

To recognize outstanding performance in teaching, an incentive may be available from the COM Office of the Dean for a select number of educators. Eligible faculty will be nominated from each department and participate in a college-wide competition to receive an incentive. Faculty are selected based on the excellence of their teaching of medical students, residents and fellows, graduate students, post-docs, and mentorship of other faculty.

To qualify for an award of excellence in teaching, candidates must have an teaching grade of 4.5 or better, no grade less than 3.0, and a teaching assignment of at least 15%. If extenuating circumstances exist such that a department chair believes a particular faculty member deserves consideration for the award with less than 15% time assigned to teaching, the nomination can proceed with a request to the selection committee to excuse the 15% teaching assignment requirement. Department chairs and members of the selection committee are not eligible for the teaching incentive.

Each department may nominate one or more faculty meeting the criteria referenced above. The maximum number of nominations by a department will be based on the department's assigned teaching FTE. This number is determined by calculating the sum of the teaching FTE assignment of faculty in each department for the academic year. This total by department is rounded up to the next whole number.

The department chair must approve all nominees and either rank order or categorize those submitted for the incentive awards as outstanding, excellent, or very good. The teaching portion of the department chair's annual evaluation letter will be used to support nominated individuals, or a separate letter from the chair may be issued. As the primary support document, the evaluation letter must include a summary of the candidate's teaching activities, emphasizing teaching accomplishments, and evaluations of medical students, residents and fellows, graduate students, post-docs, and mentored junior faculty. The evaluation letter must also include the candidate's performance grades for all assigned missions. Nominated applicants should review their evaluation letter for completeness prior to submission.

The selection committee will judge teaching excellence based on the quality of teaching, as assessed by teaching and peer evaluations, teaching effort, and a candidate's teaching accomplishments. The committee will determine which of the nominated faculty receive awards, with the goal to select the top 10% of COM educators.

The selection committee shall be comprised of the following individuals:

1. Senior Associate Dean for Education or designee, serves as chair of the selection committee.
2. Associate Dean for Graduate Education.
3. Associate Dean for Medical Education.
4. Associate Dean for Graduate Medical Education.
5. Chair of the College of Medicine Curriculum Committee.
6. Faculty member appointed by Society of Teaching Scholars.
7. Basic Science Department Chair appointed by the Dean.
8. Clinical Department Chair appointed by the Dean.
9. President of the Faculty Council or his/her designee.

Incentive awards. The minimum and maximum awards will be determined by funds available. The selection committee may recommend to the Dean the monetary value of the awards.

Exemplary Teacher Awards. Faculty receiving incentive awards will be recognized as Exemplary Teachers at the Educational Week Banquet held during the spring semester.

RESEARCH EVALUATION

Measures of research performance are based on objective data that will be collected by the COM or provided by the individual faculty member. Faculty members with 0.20 FTE or greater assigned to research, or assistant professors during their initial employment for up to five years with 0.30 FTE or greater assigned to research, are expected to have the research portion of their base salary derived from research grants. For these faculty members, grant awards and salary offsets from grants will be used to calculate incentives (as described below) and will determine the research funding component score which will be 60% of the research grade.

The second component (40%) of the grade is research outcomes. Outcome measures are based on conduct and progress of research, publications, presentations, recognized achievements in research, and meeting or exceeding individual annual research goals.

The grade for faculty members with < 0.20 FTE and for assistant professors (in their first five years) with < 0.30 assigned to research will be based solely on research outcomes, including progress toward meeting/exceeding expectations for publications, presentations, and participation in research activities locally or nationally.

The following table provides guidelines for assessing research accomplishments. The department chair or designee will establish specific performance measures for an individual faculty's research FTE, according to rank and opportunity, with faculty input. Research scores will be determined for each of the two components and the final grade will be a weighted average of the research funding (60%) and the research outcomes (40%) category scores.

Grade	Research Funding (60%)	Research Outcomes (40%)
4.5 to 5.0	Supports research FTE* salary on research grants or contracts.	Far exceeds expectations/yearly goals for presentations, publications, patents, and conduct of research. Achieved or building national reputation, e.g., service on study section/research advisory group, visiting professor/invited speaker, or similar peer recognition. Receives research achievement awards.
4.0 to 4.4	Serves as PI or Co-I on research grants with some salary support. Alternatively, has secured 75% or more of research FTE* from grants/contracts or start-up funds.	Exceeds expectations/yearly goals for presentation, publications, patents, and conduct of research. Solid and promising research progress with appropriate handling of problems.

3.0 to 3.9	Meets expectations for grant applications with at least one grant with priority score near funding range or with an improved score on resubmission. Alternatively, has secured 50% or more of research salary from grants/contracts or start up funds.	Submits abstracts, papers and patents as appropriate. Conduct and progress of research is satisfactory and meets expectations.
2.0 to 2.9	Submits/participates in grant applications but with scientific priority scores substantially out of funding range. Has made good effort to secure funding but without success.	Makes no sustained effort to present or submit available work for publication. Conduct and progress of research is slow and does not meet expectations/yearly goals.
0.0 to 1.9	Fails to submit or participate in grant applications with salary support. Fails to obtain funding in a timely manner.	Makes no effort to present or submit available work for publication. Conduct and progress of research is minimal.

* An individual's support of their research FTE may be less than support of their full salary for those faculty whose salary is above federal grant salary caps (e.g., NIH).

INDIVIDUAL RESEARCH INCENTIVE

To participate in the individual research incentive, a faculty member must have ≥ 0.20 FTE time assigned to research and an assistant professor (for up to five years or until promotion to associate professor, whichever occurs first) must have ≥ 0.30 FTE assigned to research. However, department chairs can request approval of the Dean for participation in the individual research incentive by faculty with $FTE < 0.20$ or by assistant professors with $FTE < 0.30$ who, in spite of their small amount of time dedicated to research, have obtained grant support for their research salary.

To provide an incentive for faculty to seek salary support from research grants, the percentage of research FTE salary covered by grants will be used to calculate a research incentive according to the table below. For the purpose of the incentive, research salary support will be provided primarily by extramural, peer-reviewed grants. Research grants and research contracts, including industry sponsored research, count towards the research incentive if they specify salary support and are awarded with indirect costs. Salary paid by a research career development award, including VA mentor research training programs, is included in the incentive. For salary offsets to count towards the research incentive, the faculty member must be the principal investigator, co-principal investigator or a co-investigator who has made a significant intellectual contribution to the grant application as determined by the chair after consultation with the principal investigator.

Incentives for grant supported salaries are calculated as a percent of base salary allocated to research per the table below. For faculty whose salary rate exceeds a cap determined by a funding agency (e.g., NIH cap on salary), determination of the research grade and the incentive will be based upon the FTE assigned to the grant (relative to the faculty member's total FTE assigned to research), not the actual amount of funding awarded by the granting agency for that FTE.

Base Salary Covered by Grants Adjusted for Research FTE	Incentive as a Percent of Base Salary Allocated to Research
50% or more	2.0
60% or more	3.0
75% or more	4.5
90% or more	6.0

If a faculty member qualifies for an incentive and the calculated award is less than \$ 250, the actual award he/she would receive is \$ 250.

To provide incentives for newly appointed assistant professors who are developing a research program, recognizing that it is often difficult for these individuals to secure the level of funding indicated above, the following will apply. For up to five years as an assistant professor or until promotion to associate professor, the table below will be used to calculate the faculty member's incentive. To participate in this program, an assistant professor must have $\geq 30\%$ time assigned to research. (Department chairs can request approval of the Dean for participation in the individual research incentive by assistant professors with FTE < 0.30 who have 20% or more of their research salary supported by grants.)

Base Salary Covered by Grants for qualified Assistant Professors Adjusted for Research FTE	Incentive as a Percent of Salary Allocated to Research
> 20%	2.0
30% or more	3.0
45% of more	4.5
60% or more	6.0

Additional incentives will be given to promote and reward investigator-initiated, peer reviewed, competitive, large-scale research grant/contract awards. To encourage large grants that involve multiple investigators such as Program Projects and Center grants, in which each investigator contributes a separately funded project or a separate project with a dedicated budget, additional research incentives are also provided. Incentives are given for each year of the research

award, for grant/contract expenditures to UF that specify salary support for the principal (PI) or lead investigator and pay indirect costs, in accordance with the table below:

Research Activity	Incentive as Percent of Salary Charged to Research Grant
PI or lead investigator on a competitive, peer-reviewed Program Project, center or comparable multiple grant award, with direct costs greater than \$750,000 per year.	6
PI or lead investigator on a competitive, peer-reviewed training grant, with direct expenditures greater than \$ 100,000 per year.	3
PI or lead investigator on investigator-initiated, competitive, peer-reviewed grant(s), including subproject(s) of a competitive, peer reviewed Program Project, center or other multiple grant award(s) with total direct expenditures: <ul style="list-style-type: none"> > \$100,000 per year > \$500,000 per year > \$1,000,000 per year > \$2,000,000 per year 	4 5 6 7
PI on VA Merit Review Award with direct expenditures of \$ 150,000 and at least a 5/8 appointment to the VHA. Incentive payments will be pro-rated for grants less than \$ 150,000.	\$1,500

The incentive that accrues to the investigator will be calculated and paid semi-annually based on the actual amount of salary charged against the grants (i.e., if a grant was open for nine months, but salary was charged to the grant for only two months, then only two months of salary offset would be used to calculate the incentive amount). Fringe benefits will not be paid on incentives.

To ensure that balance between assigned departmental missions is maintained, eligibility for the research incentive requires a performance rank of 3.0 or better in all mission categories.

SERVICE EVALUATION

Service activities in teaching, research, or patient care should be assigned to that mission. Other service activities include such duties as senior/associate/assistant deanships, department chairs, associate/assistant chairs, division chiefs, medical directors, service or educational contract administrators/directors, UF, COM and department committee membership / leadership. Performance measures will be developed by the appropriate supervisor and faculty.

The following table provides a guideline for assessment of service performance.

Service Evaluation	
Grade	
4.5 to 5.0	Serves in key administrative positions with demonstrated leadership as judged from unit operation consistent with budget and respectful of personnel. Demonstrates organizational skills. Serves in elected or appointed administrative position outside UFCOM consistent with its mission.
4.0 to 4.4	Exceeds expectations in most but not all areas. Promotes cooperation with colleagues and clearly supports department and college objectives.
3.0 to 3.9	Meets administrative expectation. Attends meetings and contributes to objectives.
2.0 to 2.9	Accepts responsibilities but performance is lacking. Does not follow through on assignments and demonstrates minimal progress on goals. Often absent from committee meetings.
0.0 to 1.9	Does not accept administrative responsibilities when asked.

ADMINISTRATIVE SUPPLEMENT

An administrative supplement may be provided for significant administrative responsibilities. Administrative supplements are considered part of a faculty member's base salary. When a faculty member's administrative assignment ends, any administrative supplement associated with that assignment is removed from the faculty member's base salary. One-time payments paid to faculty members for activities such as additional duty or responsibilities are temporary and are not included in base salary.

PATIENT CARE EVALUATION

Patient care is evaluated on measures of productivity and quality of care. Work relative value units (wRVUs), compared to target, define one performance measure for clinical productivity. For those faculty whose clinical FTE is 0.20 or greater, 75% of the base grade for clinical performance will be assigned by the COM, based on how actual productivity compares to the assigned wRVU target as indicated in the table below.

Clinical Productivity and Quality		
Grade	Productivity (75%)	Quality and Safety (25%)
4.5 to 5.0	Exceeds wRVU target by 25 percent or more	Greatly exceeds performance standards determined at annual evaluation
4.0 to 4.4	Exceeds wRVU target by at least 10 percent	Exceeds performance standards determined at annual evaluation
3.0 to 3.9	Meets expectation	Meets performance standards determined at annual evaluation
2.0 to 2.9	Falls below wRVU target by at least 15 percent	Performs slightly below performance standards determined at annual evaluation
0.0 to 1.9	Falls below wRVU target by 30 percent or more	Fails to meet performance standards determined at annual evaluation

Base grades will be calculated using a sliding scale between 1 and 5 as shown above.

The chair may request an adjustment in the base grade for approved medical leaves of absence or other circumstances beyond the control of an individual faculty member.

The chair assigns 25% of the grade based on quality of care, using measures previously agreed to during the faculty member's annual evaluation meeting. These may include measurable quality markers, a 360 evaluation, collegiality, physician and patient satisfaction surveys, medical record completion, and ongoing professional practice evaluations. Input from the departmental quality officer is anticipated. The timeliness, adequacy, and accuracy of information provided for patient billing may also be considered.

For faculty whose clinical service is supported by salary cost reimbursement from a contract, the grade for this service will be determined based on how well the individual fulfills the terms of the contract, as determined by the chair using assigned performance measures. If such

individuals also have an additional clinical assignment, the overall clinical grade will be proportioned based on FTE assigned to contract versus total clinical FTE.

For faculty with less than 0.20 FTE assigned to patient care activities, the chair will determine a faculty member's grade based on the faculty member achieving his/her assigned performance measures.

INDIVIDUAL CLINICAL INCENTIVE

The chair will define, with input from the faculty member, annual work RVU targets. (In the unusual situation where wRVUs targets are inappropriate, a chair may request the Dean to approve an alternative method of assigning or calculating clinical productivity targets.) In determining the targets, chairs will take into consideration base salary allocated to clinical activities, clinical hours or sessions, historical performance, and opportunity. Assigned wRVUs are expected to be between the 50th and 90th percentile (adjusted for clinical FTE) for the individual's specialty as defined in the most recent Medical Group Management Association (MGMA) Academic Practice Compensation and Productivity Survey (EXHIBIT IV). MGMA data exclude residents, physician assistants and other secondary providers. When such providers are used or in the discretion of the chair, the assigned wRVU targets may exceed the MGMA limits.

Work RVUs standardize physician services across all types of activities. Work RVUs are converted into net collections using the average ratio of wRVUs to net collections for the appropriate operational unit (department/division/specialty), updated semi-annually. The translation of wRVUs into net revenues is calculated using values appropriate for the type of work performed. Payor mix will influence this conversion factor. Net revenues for this purpose are defined as equal to gross collections less payment of billing refunds, the Dean's tax and Faculty Group Practice costs. The chair must set individual wRVU targets for the faculty as a whole at a level that produces net collections sufficient to cover the cost of the clinical mission of the department and any activities intended to be supported by clinical revenue, as negotiated during the budget process. Specifically, the assigned departmental wRVUs as a whole must cover the approved clinical budget. Any changes in wRVU targets during the year must be approved by the Dean and documented in writing to the faculty member.

To participate in the clinical incentive plan, a faculty member must have at least 20% time assigned to clinical service. (Exception: Faculty supported by career development awards requiring at least 60% time commitment to research may qualify for the clinical incentive with a 0.15 FTE

assigned to clinical service.) Faculty who exceed their assigned wRVU targets are eligible to receive an incentive payment.

The incentive payment is 20% of the product of the number of wRVUs above target multiplied by the departmental/division/specialty average net revenue per wRVU. The 20% may be increased by the Dean contingent on sufficient COM financial resources. The department is allocated 70% (less if the individual incentive increases) and the COM 10%. Payment may be made quarterly or semiannually, and the incentive is based on annual projections. Mid-year incentives will include a holdback of 25%, to be paid at year-end, to spread the incentive over the academic year and to guard against unforeseen adverse financial events in the remainder of the year. Fringe benefits are not paid on clinical incentive awards.

To ensure that balance between assigned departmental missions is maintained, eligibility for clinical incentives requires a performance rank of 3.0 or better in all mission categories.

In circumstances where a group target seems more appropriate than an individual target departments may request approval from the Dean to use a clinical group target.

For faculty with an FTE assignment on clinical contracts based upon a fee for service or fee per encounter, work RVU equivalents will be calculated and credited to faculty. The departmental or divisional average net collections per RVU will be used to determine the work RVU equivalents associated with the clinical contract with fee for services provisions.

Contracts that are based on salary cost reimbursement are excluded from the clinical incentive calculation along with that proportion of the FTE attributed to the contract. Faculty performing at a grade higher than 3.0 for clinical work who do not generate wRVUs (e.g., contracts) may be eligible for year-end departmental incentive based on their overall clinical grade provided they have no grade below a 3.0 on any other mission.

VETERANS HEALTH ADMINISTRATION

The chair, or appropriate designee (i.e., Chief of Service at the VHA) will evaluate the faculty member with respect to his/her VHA assignments. UF faculty are not compensated by the COM for their VHA work; however, because the close relationship with the VHA is critical to the COM's missions, the College does consider a faculty member's performance of VHA responsibilities in its evaluation of the faculty member and in its compensation plan.

Grade	VHA evaluation
4.5 to 5.0	Outstanding performance in nearly all areas.
4.0 to 4.4	Exceeds expectations in most but not all areas.
3.0 to 3.9	Meets expectation for clinical and/or research service.
2.0 to 2.9	Marginal to inadequate performance.
0.0 to 1.9	Fails to meet responsibilities as presented in job description.

YEAR-END DEPARTMENT INCENTIVE

At the end of the fiscal year and with the approval of the Dean, a department with an excess of revenues over expenses may allocate funds to pay year-end departmental incentives to faculty members. Faculty eligibility for a year-end departmental incentive requires an overall performance score of 4.0 or higher and no performance grade less than 3.0 in any mission category.

In special situations, a chair can appeal to the Dean to grant a year-end departmental incentive to a faculty member who has made significant contributions to the betterment of the department, even if that faculty member does not have the performance scores that would otherwise qualify him/her for a year-end departmental incentive.

ENDOWMENTS

COM policy permits base salary to be funded with spendable income from appropriate endowments to the extent that it is not covered by other funds (i.e., clinical income, research grants, contracts, etc.). Payments must be consistent with the legal requirements of the endowment. Deviations from this policy must be approved by the Dean.

COMPENSATION PLAN DATABASE

The COM's Fiscal Services Division is responsible for maintaining the compensation plan database upon which incentives will be calculated and for aligning departmental budgets and FTE assignments with the compensation plan. Clinical and research performance data will be updated on a monthly basis while educational performance will be updated on a semester basis. Faculty may access their individual accounts and monitor their performance toward assigned targets at the following address:

<http://apps.comfs.ufl.edu/compplan>

A Gatorlink identification and password are required to access the compensation plan database.

TIMELINE

The annual evaluation period for faculty members coincides with the fiscal year beginning July 1st and ending June 30th. The review of clinical productivity data for incentive pay purposes also is based on the fiscal year time frame. The conversion factor for wRVUs to net revenue will be determined quarterly beginning with the start of the fiscal year.

Faculty evaluations are expected to be conducted between July 1st and August 15th. A faculty letter of evaluation must be issued to each faculty member by August 15th. The letter of evaluation must include the faculty member's assignment and performance expectations for the next fiscal year, must be signed by the faculty member, and returned to the COM's Office of the Dean by August 15th. The complete timeline for the Compensation Plan is outlined in EXHIBIT VI.

RESOLUTION OF CONFLICT AND GRIEVANCES

Implementation of the compensation plan requires negotiation between a faculty member and his/her chair or designee. In the rare circumstance when a faculty member cannot reach agreement with his/her chair, the faculty member may appeal to the Dean. In addition, faculty members may pursue their concerns/disputes regarding compensation plan issues through the University of Florida's faculty grievance process.

University of Florida College of Medicine
Faculty Compensation Plan

PERFORMANCE STANDARDS

Mission	Measures	Examples
Teaching	<p>Number of instructional hours</p> <p>Teaching productivity</p> <p>Service on college or department education committees</p> <p>Development of teaching aids</p> <p>Serve on national education committees or functions</p> <p>Student/peer evaluations</p> <p>Teaching awards</p> <p>Publication in relevant journals devoted to medical education (such as Academic Medicine)</p> <p>Service on PhD Committees</p> <p>Graduate student mentoring</p> <p>Student exam pass rate</p> <p>Peer mentoring</p>	<p>200 hours teaching students</p> <p>Appropriate for assigned eFTE</p> <p>Member Curriculum Committee “ Medical Selection Committee</p> <p>Develop computer instructional program</p> <p>Chair AAMC section on accreditation</p> <p>Exceed dept average student or resident evaluation scores Achieve satisfactory peer-evaluation</p> <p>Teacher of the Year</p> <p>Achieves X number of publications</p> <p>Chair X number of PhD committees Number of graduate students mentored</p> <p>Pass rate on trainee exams/boards in faculty members specialty area</p> <p>Score on peer (faculty) mentoring evaluation</p>
Research	<p>Research applications submitted</p> <p>Research applications funded</p> <p>Program project or training grant</p> <p>Sponsored clinical trials</p> <p>Study section, research advisory group, local research committee</p> <p>Publications/Presentations</p> <p>Significance of Research</p> <p>Patent applications / awards</p> <p>Licenses/Royalties Awarded</p>	<p>Submit 2 grant proposals</p> <p>Applications funded</p> <p>Submitted or funded</p> <p>Clinical trials funded</p> <p>Member of study section</p> <p>List per university format</p> <p>Number of times work is cited in peer reviewed literature</p> <p>List per university format</p> <p>Number/dollar amount of award</p>

Research	<p>Percentage of salary covered by grants</p> <p>Progress toward meeting research goals (as stated in formalized plan)</p> <p>Research recognition awards and general assessment of research quality</p>	<p>Should have 50% of FTE devoted to research covered by third year</p> <p>List goals achieved</p> <p>Awards received</p>
Service	<p>Department assigned responsibilities</p> <p>Effectiveness in achieving stated goals</p> <p>Compliance</p> <p>UF, COM, and Department committee leadership/service</p> <p>Community service</p> <p>Evidence of leadership</p>	<p>Associate/Assistant chair / Division chief / Medical directors /</p> <p>X% reduction in compliance citations; ACGME milestones achieved; Divisional quality standards achieved</p> <p>Dean's office assignments Institutional Review Board UF Faculty Senate and Committees COM Faculty Council</p> <p>President, Alachua County Medical Society</p> <p>Accomplishment of goals and responsibilities within expected timeframe and fiscal constraints</p>
Clinical	<p>Exceeds target wRVUs</p> <p>Billing</p> <p>Charge Lag Reduction</p> <p>Net collections (including contracts) per c FTE</p> <p>Performance ratings in 360 evaluations</p> <p>Participation in PQRI</p> <p>Referring physician survey</p> <p>Patient satisfaction survey</p> <p>Clinic access: 3rd available appt</p> <p>Scheduled clinic time</p> <p>Clinic cancellations</p> <p>Clinical volume</p> <p>OR/Clinic utilization</p> <p>Length of Stay</p> <p>Readmission reduction</p> <p>PQRI survey</p>	<p>Generate >4,500 wRVUs</p> <p>Provides appropriate billing information on a timely basis</p> <p>Charge lag days < X</p> <p>Generate >\$200,000 net collections</p> <p>360 evaluation score</p> <p>PQRI participation and score</p> <p>Achieve high satisfaction score</p> <p>Patient satisfaction survey score</p> <p>3rd available appt < X days</p> <p>Arrive on time for clinic > 95%</p> <p>Achieve < X% appointment "bump" rate Performs X number of surgical cases/office visits</p> <p>Utilizes X% of assigned OR block time/clinic rooms</p> <p>Achieves target LOS goal</p> <p>Readmission rate < X%</p> <p>Top 1/3 of physicians surveyed</p>

Examples:

Example of clinical scoring:

Dr. Smith (see below) achieved a productivity score of 10% above target, resulting in a clinical productivity grade of 4.0, which is 75% of his clinical score. For quality he achieved average patient satisfaction scores, participated in a PQRI initiative with average scores, and met expectations for clinic attendance resulting in a grade of 3.0, which is 25% of his clinical score. His overall clinical grade is 3.75.

$$(4.0 \times .75 = 3.0 \text{ plus } 3.0 \times .25 = .75)$$

Example of clinical incentive:

Dr. Smith has a clinical FTE assignment of 0.60, an average performance rank of 4.0, and a wRVU target of 4,500. The departmental conversion factor of net collections per wRVU is \$72. If Dr. Smith produces 4,950 wRVUs, ten percent above his target, then Dr. Smith would be eligible for an incentive equal to \$6480 (450 wRVUs above target multiplied by \$72/wRVU multiplied by 20%).

Example of how FTEs are calculated with a VHA appointment:

A faculty member has an 8/8 appointment to the VHA and works 10 additional hours at a College of Medicine clinic. The FTE appointment at the VHA would be calculated as 40 hours VHA time divided by 50 total hours worked per week or 0.80 FTE for the VHA appointment and 0.20 FTE for the College of Medicine (10 hours College of Medicine/50 total work hours per week).

Example of research incentive:

Dr. Avery is an associate professor, who earns a base salary of \$120,000 and has 40% of his time assigned to research. Based on FTE assignment, the portion of his base salary allocated to research is \$48,000. As PI of a peer reviewed, competitive grant with direct costs of \$250,000 per year and indirect costs paid to the University, Dr. Avery has \$ 24,000, 50% of his research salary covered. He earns an incentive for salary offset calculated as 2% of \$48,000, for a total incentive for research of \$960.

Example of research incentive:

Dr. Jones is a full professor who earns a base salary of \$200,000 and has 75% of her time assigned to research. Based on FTE assignment, the portion of her base salary allocated to research is \$150,000. Dr. Jones is a Co-PI on an NIH grant that pays \$40,000 of her base salary.

Dr. Jones is also PI of a Program Project grant of \$800,000 a year, with indirect costs, which covers an additional \$50,000 of her base salary. Thus she has \$90,000 of her salary covered by grants, which is 60% of her salary assigned to research. For research salary offset by grants, she will receive an incentive of \$4,500, 3% of her \$150,000 research salary. Plus, for being a PI on the program project grant, she will receive 6% of \$150,000 or \$9000. Her total research incentive is \$13,500.

COMPENSATION BENCHMARKS

2009 Benchmark

Clinical Faculty (MD degree)	2009 Benchmark	
	AAMC 20 th Percentile	AAMC – 75 th Percentile
Anesthesiology		
Assistant professor	214,000	309,000
Associate professor	230,000	338,000
Professor	234,000	352,000
Emergency Medicine		
Assistant professor	178,000	230,000
Associate professor	190,000	247,000
Professor	202,000	259,000
Community Health & Family Medicine		
Assistant professor	129,000	167,000
Associate professor	146,000	184,000
Professor	159,000	207,000
Medicine – Allergy/Immunology		
Assistant professor	81,000	179,000
Associate professor	111,000	191,000
Professor	156,000	232,000
Medicine - Cardiology		
Assistant professor	169,000	303,000
Associate professor	203,000	350,000
Professor	213,000	372,000
Medicine – Dermatology (excluding Mohs Surgery)		
Assistant professor	143,000	262,000
Associate professor	179,000	300,000
Professor	174,000	340,000
Medicine – Dermatology (including Mohs Surgery)		
Assistant professor	227,000	341,000
Associate professor	204,000	476,000
Professor	262,000	432,000

COMPENSATION BENCHMARKS

Clinical Faculty (MD degree)	2009 Benchmark	
	AAMC 20 th Percentile	AAMC – 75 th Percentile
Medicine - Endocrinology		
Assistant professor	111,000	151,000
Associate professor	141,000	193,000
Professor	171,000	243,000
Medicine - Gastroenterology		
Assistant professor	154,000	253,000
Associate professor	191,000	324,000
Professor	204,000	324,000
Medicine - General Internal		
Assistant professor	127,000	175,000
Associate professor	143,000	203,000
Professor	172,000	250,000
Medicine - Geriatrics		
Assistant Professor	115,000	155,000
Associate professor	141,000	191,000
Professor	164,000	230,000
Medicine – Hematology/Oncology		
Assistant professor	146,000	215,000
Associate professor	172,000	256,000
Professor	200,000	308,000
Medicine – Infectious Diseases		
Assistant professor	115,000	148,000
Associate professor	140,000	179,000
Professor	170,000	233,000
Medicine - Nephrology		
Assistant professor	127,000	176,000
Associate professor	156,000	216,000
Professor	185,000	265,000

COMPENSATION BENCHMARKS

Clinical Faculty (MD degree)	2009 Benchmark	
	AAMC 20 th Percentile	AAMC – 75 th Percentile
Medicine – Pulmonary		
Assistant professor	132,000	194,000
Associate professor	161,000	216,000
Professor	186,000	261,000
Medicine - Rheumatology		
Assistant professor	110,000	154,000
Associate professor	132,000	187,000
Professor	160,000	236,000
Neurological Surgery		
Assistant professor	250,000	450,000
Associate professor	294,000	527,000
Professor	258,000	538,000
Neurology		
Assistant professor	120,000	168,000
Associate professor	145,000	201,000
Professor	176,000	246,000
Obstetrics & Gynecology - General		
Assistant professor	154,000	233,000
Associate professor	185,000	264,000
Professor	198,000	324,000
Obstetrics & Gynecology – Gynecologic Oncology		
Assistant professor	197,000	262,000
Associate professor	225,000	362,000
Professor	250,000	395,000
Obstetrics & Gynecology – Maternal and Fetal		
Assistant professor	188,000	300,000
Associate professor	213,000	316,000
Professor	241,000	388,000

COMPENSATION BENCHMARKS

Clinical Faculty (MD degree)	2009 Benchmark	
	AAMC 20 th Percentile	AAMC – 75 th Percentile
Obstetrics & Gynecology – Reproductive Endocrinology		
Assistant professor	170,000	255,000
Associate professor	201,000	281,000
Professor	225,000	364,000
Ophthalmology		
Assistant professor	129,000	227,000
Associate professor	170,000	301,000
Professor	190,000	335,000
Orthopedic Surgery		
Assistant professor	212,000	393,000
Associate professor	271,000	500,000
Professor	276,000	485,000
Otolaryngology		
Assistant professor	180,000	258,000
Associate professor	213,000	327,000
Professor	225,000	370,000
Pathology - Anatomic		
Assistant professor	150,000	194,000
Associate professor	172,000	230,000
Professor	208,000	281,000
Pathology - Clinical		
Assistant professor	140,000	182,000
Associate professor	175,000	234,000
Professor	203,000	289,000
Pathology - Other		
Assistant professor	116,000	169,000
Associate professor	137,000	198,000
Professor	172,000	254,000

University of Florida College of Medicine
Faculty Compensation Plan

Exhibit III

COMPENSATION BENCHMARKS

University of Florida College of Medicine
Faculty Compensation Plan

COMPENSATION BENCHMARKS

Clinical Faculty (MD degree)	2009 Benchmark	
	AAMC 20 th Percentile	AAMC – 75 th Percentile
Pediatrics – Allergy/Immunology		
Assistant professor	118,000	141,000
Associate professor	140,000	178,000
Professor	159,000	228,000
Pediatrics - Cardiology		
Assistant professor	150,000	199,000
Associate professor	187,000	250,000
Professor	215,000	300,000
Pediatrics – Critical/Intensive Care		
Assistant professor	144,000	193,000
Associate professor	177,000	229,000
Professor	217,000	285,000
Pediatrics - Endocrinology		
Assistant professor	115,000	137,000
Associate professor	133,000	170,000
Professor	155,000	198,000
Pediatrics - Gastroenterology		
Assistant professor	138,000	170,000
Associate professor	161,000	206,000
Professor	187,000	257,000
Pediatrics - General		
Assistant professor	120,000	169,000
Associate professor	135,000	192,000
Professor	158,000	240,000
Pediatrics - Genetics		
Assistant professor	109,000	137,000
Associate professor	122,000	150,000
Professor	150,000	212,000

COMPENSATION BENCHMARKS
University of Florida College of Medicine
Faculty Compensation Plan

COMPENSATION BENCHMARKS

Clinical Faculty (MD degree)	2009 Benchmark	
	AAMC 20 th Percentile	AAMC – 75 th Percentile
Pediatrics – Hematology/Oncology		
Assistant professor	123,000	142,000
Associate professor	146,000	184,000
Professor	180,000	227,000
Pediatrics – Infectious Diseases		
Assistant professor	106,000	133,000
Associate professor	123,000	159,000
Professor	153,000	215,000
Pediatrics – Neonatology		
Assistant professor	144,000	203,000
Associate professor	177,000	231,000
Professor	200,000	273,000
Pediatrics – Nephrology		
Assistant professor	115,000	140,000
Associate professor	140,000	168,000
Professor	162,000	217,000
Pediatrics – Neurology		
Assistant professor	131,000	163,000
Associate professor	155,000	193,000
Professor	169,000	231,000
Pediatrics – Pulmonary		
Assistant professor	126,000	160,000
Associate professor	148,000	192,000
Professor	173,000	227,000
Physical Med & Rehabilitation		
Assistant professor	134,000	201,000
Associate professor	159,000	221,000
Professor	172,000	250,000

COMPENSATION BENCHMARKS

Clinical Faculty (MD degree)	2009 Benchmark	
	AAMC 20 th Percentile	AAMC – 75 th Percentile
Psychiatry		
Assistant professor	127,000	174,000
Associate professor	145,000	190,000
Professor	166,000	248,000
Radiation Oncology		
Assistant professor	224,000	328,000
Associate professor	250,000	361,000
Professor	291,000	416,000
Radiology (Interventional)		
Assistant professor	232,000	396,000
Associate professor	275,000	424,000
Professor	269,000	400,000
Radiology (Non-Interventional)		
Assistant professor	221,000	338,000
Associate professor	233,000	341,000
Professor	262,000	381,000
Surgery - General		
Assistant professor	185,000	281,000
Associate professor	210,000	349,000
Professor	215,000	400,000
Surgery - Pediatrics		
Assistant professor	234,000	331,000
Associate professor	277,000	415,000
Professor	325,000	544,000
Surgery - Plastic		
Assistant professor	196,000	325,000
Associate professor	225,000	375,000
Professor	260,000	476,000

COMPENSATION BENCHMARKS

Clinical Faculty (MD degree)	2009 Benchmark	
	AAMC 20 th Percentile	AAMC – 75 th Percentile
Surgery – Thoracic & Cardiovascular Surgery		
Assistant professor	225,000	387,000
Associate professor	277,000	516,000
Professor	317,000	555,000
Surgery - Transplant		
Assistant professor	182,000	300,000
Associate professor	249,000	418,000
Professor	260,000	472,000
Surgery - Urology		
Assistant professor	177,000	300,000
Associate professor	222,000	356,000
Professor	239,000	386,000
Surgery - Vascular		
Assistant professor	205,000	306,000
Associate professor	247,000	411,000
Professor	253,000	389,000

Source: AAMC Report on Medical Faculty Salaries 2008-2009/University of Florida College of Medicine Special Report. Fixed/Contractual Salary plus Medical Practice Supplement, M.D. or Equivalent Faculty, All Medical Schools. Compensation includes salary plus on call, additional duties, and other lump sum payments excluding scholarship, cell phone reimbursement, bonus and incentive payments.

COMPENSATION BENCHMARKS

Ph.D. or other doctoral degree In a Clinical Department	2009 Benchmark	
	AAMC 20 th Percentile	AAMC – 75 th Percentile
Lecturer/Asst in/Assoc In	51,000	78,000
Assistant professor	68,000	98,000
Associate professor	90,000	134,000
Professor	123,000	194,000

Ph.D. or other doctoral degree In a Basic Science Department	2009 Benchmark	
	AAMC 20 th Percentile	AAMC – 75 th Percentile
Lecturer/Asst in/Assoc In	46,000	NA
Assistant professor	65,000	NA
Associate professor	89,000	NA
Professor	120,000	NA

Source: AAMC Report on Medical Faculty Salaries 2008-2009/University of Florida College of Medicine Special Report. Fixed/Contractual Salary plus Medical Practice Supplement, Ph.D. or Other Doctoral Faculty, All Medical Schools. Compensation includes salary plus on call, additional duties, and other lump sum payments excluding scholarship, cell phone reimbursement, bonus and incentive payments.

University of Florida College of Medicine
Faculty Compensation Plan
Medical Group Management Association
Academic Practice Compensation and Productivity Survey 2010 Report
Table 28 Standardized Work RVUs for Academic Faculty to 100%
Billable Clinical Activity

Department	MGMA 50th Percentile	MGMA 90th Percentile
Anesthesiology	10,008	22,478
Emergency Medicine	6,115	11,167
Family practice (with OB)	4,976	7,633
Family practice (without OB)	4,722	6,664
Internal Medicine: General	4,157	6,111
Cardiology: Invasive	5,375	11,369
Cardiology: Inv-Intervntnl	9,210	14,270
Cardiology: Noninvasive	6,677	9,951
Dermatology	6,447	13,261
Dermatology: MOHS Surgery	17,068	24,156
Endocrinology/metabolism	3,764	6,218
Gastroenterology	6,879	13,611
Geriatrics	3,361	5,298
Hematology/oncology	4,610	6,988
Infectious Disease	3,973	6,505
Nephrology	5,506	11,096
Oncology (only)	4,185	8,690
Pulmonary medicine	5,456	12,235
Rheumatology	4,403	8,926
Neurology	3,326	6,360
Neurosurgery	12,730	20,230
Ob/Gyn: General	6,428	12,712
Ob/Gyn: Maternal & Fetal	7,904	16,066
Ophthalmology	5,086	14,796
Orthopedic surgery:	9,323	17,330
Otorhinolaryngology	7,199	13,809

University of Florida College of Medicine
Faculty Compensation Plan
Medical Group Management Association
Academic Practice Compensation and Productivity Survey 2010 Report
Table 28 Standardized Work RVUs for Academic Faculty to 100%
Billable Clinical Activity

Department	MGMA 50 th Percentile	MGMA 90 th Percentile
Pathology: Anatomic	7,003	12,926
Pathology: Clinical	2,005	11,401
Pediatrics: General	3,873	7,078
Allergy/Immunology	3,836	4,836
Cardiology	5,405	8,678
Critical Care	6,210	13,770
Endocrinology	2,992	4,429
Gastroenterology	4,748	7,152
Genetics	1,988	3,987
Hematology/oncology	3,352	6,274
Infectious Disease	2,533	5,146
Neonatology	12,105	27,793
Neurology	3,647	7,190
Nephrology	3,580	6,121
Pulmonary	3,394	6,249
Psychiatry: General	2,840	5,386
Psychiatry: Child & Adolescent	2,708	5,362
Radiation oncology	10,463	16,488
Radiology: Diagnostic-Invasive	8,708	13,170
Radiology: Diagnostic-Noninvasive	7,379	13,696
Radiology: Nuclear Medicine	5,396	10,235

University of Florida College of Medicine
Faculty Compensation Plan
Medical Group Management Association
Academic Practice Compensation and Productivity Survey 2010 Report
Table 28 Standardized Work RVUs for Academic Faculty to 100%
Billable Clinical Activity

Department	MGMA 50 th Percentile	MGMA 90 th Percentile
Surgery: General	8,249	13,915
Surgery: Cardiovascular	12,166	23,886
Surgery: Cardiovascular-Pediatric	12,263	19,038
Surgery: Oncology	7,649	13,449
Surgery: Pediatric	7,551	13,298
Surgery: Plastic & Reconstruction	7,329	13,776
Surgery: Thoracic (primary)	8,758	19,486
Surgery: Transplant	8,500	11,945
Surgery: Trauma	10,917	19,581
Surgery: Trauma-Burn	9,355	16,011
Surgery: Vascular (primary)	9,071	14,672
Urology	8,964	15,351

University of Florida College of Medicine Faculty Compensation Plan
 University of Florida College of Medicine
 Faculty Compensation Plan
TIMELINE
2010-11

Month	Activity
July 1, 2010	Start of fiscal year and faculty evaluation period.
Fall, 2010	Annual report to faculty
Jan/Feb 2011	Budget goals, discussion with individual faculty, specifically wRVU targets and research funding.
Feb, 2011	Semi-annual individual clinical or research incentive payments to be awarded if approved by the Dean.
Spring semester 2011	Recognition of Exemplary Teachers
April, 2011	Budget goals established for clinical departments for next fiscal year.
May, 2011	Budget process finalized.
June 6, 2010 June 30, 2011	Departments notified of eligible candidates for teaching incentives. End of fiscal year. FY10-11 faculty evaluation period ends.
July 1, 2011 July 11, 2011	Start of fiscal year (FY11-12). Clinical evaluation base grades assigned by COM and distributed to chairs. Departmental wRVU targets distributed to clinical departments. Annual faculty evaluations conducted for prior fiscal year and assignment of new faculty productivity targets for current fiscal year (due to summer vacation plans, some evaluations may be conducted in June). Determine size (if any) of departmental year-end Departmental incentive pool and eligible faculty. Date of payments determined by Dean.
Aug 15, 2011	Deadline for chairs to issue annual letters of evaluation to faculty. Faculty letters of FY 11-12 assignment, signed by chair and faculty member, due to Jan Eller's office.
Aug 15, 2011 Sept 15, 2011	Deadline for submission of teaching incentive applications. Recommendation of Teaching Selection Committee due in Dean's office.
Fall semester 2011	Payment of individual clinical, research and teaching incentives as approved by the Dean.