Compensation Policy Review Committee – Research Faculty (non-modified titles)
Interim Report (2-17-15)

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Current BU faculty policy (suggested by Finance committee):
- Letters of Non-Continuation distributed for faculty with less than 85% support for their salary TWELVE months prior to the anticipated shortfall.

Grace periods under certain conditions:
- Faculty within 2 years of completing developmental support
- Assistant Professors within 5 years of faculty appointment
- A track record of NIH support ≥85% for at least 5 years

- After NC letter -- Professor:
  - 3 years total:
    - 1 y @ 100 and then 2 @ 80% of salary
- Assoc. Professor
  - 2 years @ 100 then 80%
- Assistant Professor
  - 1 year @100%
Current DOM spending for salary gap funding for Research Faculty

<table>
<thead>
<tr>
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<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>1.</td>
<td>DOM Salary support for research faculty who have letters of non-continuance</td>
<td>$1.2M</td>
</tr>
<tr>
<td>2.</td>
<td>Section Salary support for research faculty who have letters of non-continuance</td>
<td>0.4M</td>
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<tr>
<td>3.</td>
<td>Section Salary support for research faculty who do not have letters of non-continuance</td>
<td>1.0M</td>
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TOTAL: (includes fringe) 2.6 M
Issues that are under consideration to develop a ‘better’ policy

1. return on DOM investment over time
   - [(start-up + bridges) – (indirects + equipment)]
   - Contributions to the departments educational mission

2. 95% goal
   – unrealistic consideration of real service activities for many
   – Requires equivalent of 3 PI RO1 + other (e.g. Co-I, industry, other) in current climate

3. 85% target for letter of non-continue?

To evaluate fiscal implications of any new policy, we need data (under construction)
Problems with current policies  
(as perceived by faculty)

- Process and implementation inconsistent?
- Potential negative impact on DOM investment relative to potential for gain over time.
- Negative impact of NC letter stress level of faculty + unrealistic goals over 1y time frames
  - continued pressure on Asst. Prof even if get 1st RO1
  - need for all faculty to ‘think/retool/develop preliminary data /keep valuable (essential) staff with some commitment to their security.
- Discrepancy of DOM and Basic science department faculty in bars set for ‘success’ and opportunities for teaching as alternative source of income (if desired).
Alternative Compensation Policies

*under discussion*

- **Eliminate “letter of non-continuation”**
- **Institute ‘Letters of ‘reappointment’ (with conditions)**
  - for all faculty ‘at risk’ [projected salary gap (< 80% ? )grant plus ‘other’ salary ]
- **Peer review (re-appointment committee)**
  - *faculty submits plan, grant applications and reviews, papers, manuscripts under review*
    - Mentoring committees required (for Asst and Associates)
    - Provide evaluation to Section Chief and Chair for final decision
    - Set realistic goal to increase funding level (and productivity in form of papers and preliminary data to increase changes of success.
  - *Institute formal evaluation at y2 and y5 (10 y?) to set benchmarks for ‘success’*
- **Sources/opportunities for salary compensation:**
  - Assuming PhD faculty are essential to a section’s research infrastructure, the committee is currently reviewing options, also based on past and projected salary records and needs
Possible scenarios being considered by committee according to rank

Assistant professor – reappointment for 3y with conditions

a. if grant funding < 50% and no grants as PI and papers as senior authors – no further reappointment (i.e. the end).
   - Formal warning about conditions for end of re-reappointment after 2y review
b. (leave some discretion to Section chief and Chair on exact % for letting appointment run out or with additional 1 y extension)

Assoc. Professor & Professor

a. Reappointment for 2 to 3y respectively (BU policy)
   - Provide opportunity for salary compensation for ‘service (mentoring at all levels, teaching, leadership in training grants (T32, others)) in exchange for gap funding (if desired)
   - Advantages
     - Use talent /wisdom pool for DOM supported programs and goals (including growth of M.S. and PhD programs)
     - Helps build young talent (fellows, junior faculty, etc)
Other issues discussed:

• **Service activities should be compensated** (*independent of formal administrative roles*)
  – Mentoring (junior faculty), teaching (graduate students, fellows, residents) are of value to the department
    ‘feed-forward ‘ toward grant income for the department
  – Senior faculty often contribute well over 5% ‘real’ effort.
  – Those with a record of accomplishment in this domain (or strong desire) should have option for a
    formal/compensated roles as an alternative to salary reduction if salary gap – especially for those who have
    demonstrated accomplishment and expertise in these roles.

• **Incentives** (for those on continuing appts)
  - salary at ‘base’ and ‘cap’ ?
    - Potential to be paid up to ‘cap’ maximum if grant funding of 95% achieved and additional grants won (without reduction of effort on existing)
    - Fall back to base if grant funding not obtained during given period.