

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 $\geq 85\%$ 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

1. DOM Salary support for research faculty who have letters of non-continuance	\$1.2M
2. Section Salary support for research faculty who have letters of non-continuance	0.4M
3. Section Salary support for research faculty who do not have letters of non-continuance	1.0M

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 1 y 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).
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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 chances 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.