



## Policy for Meeting Academic and Institutional Responsibilities for Faculty in Salary Reduction

*Issuing Department:*

Office of Education, Faculty & Academic Affairs

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### I. Policy Summary

This policy sets the minimum criteria for faculty members in the salary reduction program to meet their academic, professional, and institutional commitments.

### II. Purpose

The *Policy for Performance Expectations for Research Faculty* defines the expectation that a faculty member obtains extramural funding to cover at least 60% of the total research compensation or 60% of the NIH Cap (whichever is lower). The required coverage percentage may be higher if stipulated by the faculty member's individual written agreement or if there are pre-existing departmental policies that require a higher percentage. Under that policy, a salary reduction may occur for tenured faculty members when the extramural salary coverage is less than 30%. Salary reduction for tenured faculty currently follows a five-year glide path to a defined base salary, as described in Schedule D of the *Policy for Performance Expectations for Research Faculty*. This policy sets the minimum criteria for faculty members in the salary reduction program to meet their academic, professional, and institutional commitments.

### III. Faculty member responsibilities

Faculty members who are in the salary reduction program must have an advisory committee that meets annually and provides an advisory committee report. Faculty members in the salary reduction program must compile the information in the Academic Responsibilities Table below, and submit the materials described for each academic responsibility to their advisory committee.

<b>Academic Responsibilities Table.</b> Faculty members in the salary reduction program will compile the following materials and submit them to their advisory committee every year.	
<b>Academic Responsibility</b>	<b>Required Materials</b>
Grant Proposals	<ul style="list-style-type: none"><li>• Score received for each grant proposal</li><li>• Actual summary statement</li><li>• The full packet submitted to eRA Commons, not just the Research Strategy</li><li>• If not sole PI, a detailed description of specific role and contribution to proposed research</li></ul>
Published Articles	<ul style="list-style-type: none"><li>• Complete PDF of published/accepted article</li></ul>

	<ul style="list-style-type: none"> <li>• Detailed description of specific role and contribution</li> </ul>
Intellectual Property	<ul style="list-style-type: none"> <li>• Complete PDF of any filed or issued patents</li> </ul>
Invited Talks and Conference Presentations	<ul style="list-style-type: none"> <li>• Detailed description of type of talk/presentation (poster, oral, keynote lecture, etc.)</li> <li>• PowerPoint or equivalent for the presentation</li> <li>• Invitation letter (if an invited talk) and a separate description of any professional or personal relationships to the person writing the invitation</li> </ul>
Teaching	<ul style="list-style-type: none"> <li>• All presentation materials</li> <li>• Total number of contact hours spent teaching annually</li> <li>• Teaching evaluations</li> </ul>
Service (for each committee or board)	<ul style="list-style-type: none"> <li>• Detailed description of activities</li> <li>• Parent organization for each committee or board</li> <li>• List of committee members</li> <li>• Total number of hours spent on committee activities annually</li> </ul>

#### IV. Advisory committee responsibilities

Advisory committees will complete the advisory committee template form, and submit the form for department chair review. **Advisory committee reports will then be submitted to the GSOM Institutional Commitment Review Committee (ICRC) annually.**

#### V. Composition of the ICRC

The ICRC will be composed of 5 tenured faculty members who are meeting AEC: 2 appointed by the Dean, 2 elected by the faculty council, and the chair of the faculty council (who would be the fifth member and chair of the committee) for a three-year term. If the chair of the faculty council is not tenured or is not meeting AEC, the committee will be chaired by the most recently tenured faculty council President who meets AEC. A committee member will be recused if the faculty member is within their primary department and an appropriate substitute member will be selected by the same body who selected the original committee member.

#### VI. Responsibilities of the ICRC

The ICRC will determine whether faculty members on the salary reduction program have met minimum professional and institutional commitments by simple majority vote. The ICRC will review the totality of a faculty member's activity and output through the advisory reports and determine whether a faculty member has met their institutional commitment. The criteria below will be used for determining whether a faculty member has met minimal institutional commitment. The ICRC will combine each criterion below and using the **Minimal Institutional Commitment Table** below will decide whether a faculty member has met the minimum professional and institutional commitments. In addition, all faculty subject to salary reduction must comply with

the on-campus presence policy, unless given specific permission by the Dean or Vice Dean for Education, Faculty and Academic Affairs.

Criterion 1: Grants Awarded

Criterion 1 requires a faculty member in the salary reduction program to have at least one NIH grant or equivalent (as defined by the NIH website) as PI with 20% salary coverage or at least 20% of salary coverage on an extramural grant (may be multiple grants as a principal investigator or co-investigator with sum total of 20% salary coverage) in order to meet the minimal institutional commitment for *Grants Awarded*.

Criterion 2: Grants Submitted and Discussed

Criterion 2 requires a faculty member in the salary reduction program to have at least one NIH or equivalent (as defined by the NIH website) or a federally funded grant with at least 50% indirect costs submitted and discussed in order to meet the minimal institutional commitment for *Grants Submitted and Discussed*.

Criterion 3: Publications with Impact

Criterion 3 requires a faculty member in the salary reduction program to have published at **least one article per year as either first or last author**; whereby the article is published in a journal listed in the Directory of Open Access Journals (DOAJ). If the faculty member is a “middle” author, they should demonstrate that they made meaningful contributions to planning the article, analyzing the data, and to the writing and review of the manuscript.

Criterion 4: Teaching or Committee Work

Criterion 4 requires a faculty member in the salary reduction program to participate in teaching and services activities at or above the expectations set forth in the Artman II report (200 effort hours annually) upon request by their Chair in order to meet the minimal institutional commitment for *Teaching or Committee Work*. Teaching may include internal or university sponsored activities. Committee work may include internal, university sponsored and some external activities (limited to members of permanent study sections or elected members of national professional societies).

<b>Table 1: Minimal Institutional Commitment Table</b>				
<i>Grants Awarded</i>	<i>Grants Submitted and Discussed</i>	<i>Publications with Impact</i>	<i>Teaching or Committee Work</i>	<b>Minimal Institutional Commitment Met?</b>
✓	✓	✓	✓	<b>YES</b>
✓	✓	✓	✗	<b>YES</b>
✓	✓	✗	✓	<b>YES</b>
✓	✓	✗	✗	<b>YES</b>
✓	✗	✓	✓	<b>YES</b>
✓	✗	✓	✗	<b>YES</b>
✓	✗	✗	✓	<b>YES</b>
✓	✗	✗	✗	<b>YES</b>
✗	✓	✓	✓	<b>YES</b>
✗	✓	✓	✗	<b>YES</b>

x	✓	x	✓	YES
x	✓	x	x	NO
x	x	✓	✓	NO
x	x	✓	x	NO
x	x	x	✓	NO
x	x	x	x	NO

## VII. Consequences for those not meeting minimal institutional commitment

### Years 1-5

For faculty members in years 1-5 of the salary reduction program the following actions may be considered for those who do not meet their institutional commitment:

*Action 1:* Assign new responsibilities

Other responsibilities should represent actual institutional needs, and the faculty member should be well qualified for those responsibilities. For example, a faculty member who has not kept up with their field and has consequently lost all research funding may not be appropriate as a teacher; a faculty member may not properly represent the institution in interviewing potential candidates.

*Action 2:* Change employment to part time. A faculty member may decide to reduce their employment to a .5 or above FTE in order to meet expectations.

### Year 6 and Beyond

For faculty members in year 6 or more of the salary reduction program, additional action may occur, in addition to those described above for faculty members in years 1-5.

*Action 3:* Reduce salary below base (defined as the 25th percentile of the AAMC basic science departments in the northeast region by rank)

Further salary reductions below the base, including removing all compensation, can occur after the fifth year that the faculty member is in the salary reduction program for those who have exhibited sustained failure to meet institutional commitment.

For faculty who fail to meet minimal criteria as defined in Table 1 for all five years in the salary reduction program, their salary will be reduced to 30% of the base salary for year 6, and to zero for year 7 if they continue to fail to meet minimal criteria.

For faculty who fail to meet minimal criteria as defined in Table 1 for four of the five years in the salary reduction program, their salary will be reduced to 60% of the base salary for year 6, 30% of the base salary for year 7, and zero for year 8 if they continue to fail to meet minimal criteria.

For faculty who fail to meet minimal criteria as defined in Table 1 for three of the five years in the salary reduction program, their salary will be reduced to 90% of the base salary for year 6,

60% of the base salary for year 7, 30% of the base salary for year 8, and zero for year 9 if they continue to fail to meet minimal criteria.