I. Policy Summary

In 2009, upon the recommendation of the School of Medicine’s Academic Excellence commission, and with the approval of the New York University Provost, the Dean of the School of Medicine promulgated minimum performance expectations for research faculty, including requirements for extramural funding, and guidance for aligning research faculty compensation policies with achievement of performance expectations, as described in this policy.

II. Policy Purpose

The purpose of this policy is to define realistic expectations for research faculty productivity that will result in excellence in an academically viable and financially sustainable way in relation to those of peer institutions. Expectations of salary support on extramural funding and teaching obligations provide a standardized approach to evaluate faculty for merit increases, salary adjustments and incentive rewards for those exceeding expectations.

III. Applicability of the Policy

This Policy applies to all full-time faculty in the basic science departments, and to faculty in the clinical departments who are paid to do research.

IV. Definitions

A. “Artman II” or "Teaching Expectations" means the minimum teaching expectations for faculty of the School of Medicine, as originally set forth in the Policy on Teaching Expectations (http://webdoc.nyumc.org/nyumc/files/efaa/attachments/Policy_on_Expectations_Regarding_Teaching_revised_6.13.pdf) and as summarized in Schedule A.

B. “Education Administration” means responsibility for organizing a course or program of instruction; it requires a level of responsibility for teaching greater than the common requirements of Artman II, evidenced by a letter of appointment setting forth the responsibilities and percentage of effort attributed to Education Administration. A list of school approved Education Administration positions is provided in Schedule A.

C. “Educational Responsibilities in Excess of Artman II” means teaching in a School-approved capacity in excess of Teaching Expectations, evidenced by a letter of appointment setting forth the responsibilities and percentage of effort attributed to the excess educational responsibilities.
D. “Exceptional Academic Contributions” means any of the following, which may be credited toward the research effort for calculation of REF:

1. Leadership of collaborative research activities
2. Serving on NIH and other national peer-review study sections
3. Writing successful grant applications for and administering program projects and training grants
4. Documented exceptional teaching in excess of Artman II that garners national recognition
5. Publishing highly-cited articles of original observations (not reviews) in refereed journals
6. Publishing influential books
7. Election to national academies
8. Presenting noted papers at national or international scholarly meetings.

E. “Extramural funding” means grants (Federal and non-Federal) and may include discretionary income. This definition is broader than the NIH definition and may be broader than at peer institutions, and may be reassessed in the future.

F. “Junior faculty” means any faculty member who is within the first five years after initial appointment as Assistant Professor at NYU.

G. “Non-extramural funding (NEF)” means funding provided by the School of Medicine.

H. “Other Administration” means administrative or leadership appointments evidenced by a letter of appointment setting forth the responsibilities, salary support and percentage of effort attributed to the Administration.

I. “Required Extramural Funding (REF)” has the meaning described in Sections V.B. below.

J. “Research faculty” means a faculty member who is full-time in the basic science departments, a full-time researcher in a clinical department, or a faculty member in the clinical departments who is compensated for conducting research.

K. “Research compensation” means the proportion of a research faculty member’s compensation that is attributed to the faculty member’s research activities.

V. Policy

A. **Components of Compensation** The compensation of research faculty is comprised of (i) School-supported compensation (not extramurally funded, or “NEF”), (ii) extramurally funded compensation, and, for some research faculty, (iii) clinical services income.

The NEF percentage of salary supports (i) teaching at the level of Artman II requirements, (ii) service, including committees, (iii) unfunded research activities, (iv) incidental administrative tasks.
B. Required Extramural Funding (REF)

1. **Full-time research faculty** A full time faculty member in the basic science departments or clinical department who allocates 100% effort to research is expected to provide from extramural funding at least 60% of total compensation (or a higher percentage if pre-existing agreements or promulgated departmental policies exist requiring a higher percentage).

2. **Full-time faculty with paid research component** A full time faculty member not included in the above, but whose appointment includes a paid research component is expected to provide from extramural funding at least 60% (or such higher departmental percentage) of the portion of salary that is allocated to research. The REF for faculty who divide their time between research and clinical services will be calculated based upon the portion of their total salary that represents research, excluding clinical service compensation.

3. **Expectations Regarding Teaching** Research faculty who do not fulfill their expectations regarding teaching, if requested by the Chair or Dean, are expected to provide from extramural funding at least 70% of the portion of their salary that is allocated to research. See Schedule A: Guidelines for Education Effort.

4. **Departmental Policies** For research faculty members in departments that have promulgated a policy requiring members of the department to achieve a higher percentage of extramural funding than that stated in Section V.B.1 or V.B.2, as applicable, the REF is as stated in the departmental policy.

5. **Individual Agreements** For research faculty members whose appointment letters expressly establish a higher percentage of expected extramural funding than that stated in Section V.B.1 or V.B.2, the REF is as stated in the letter agreement. Faculty whose pre-existing agreements state a lower extramural funding requirement will be held to the performance expectations outlined in this policy.

6. **Junior Faculty** In implementing the REF, special consideration will be given to Junior Faculty within the first 5 years of appointment, whose percentages may be lower while they build their portfolio of research support and who are making progress toward achieving the REF without having achieved it.

7. **12-month Average** For purposes of calculating REF achieved, the amount of extramurally funded compensation is the average amount of extramurally funded compensation achieved by a faculty member throughout the prior 12-month period.

8. **Adjustment for Education Responsibilities in Excess of Artman II or Education Administration or Administration Responsibilities** Faculty who have Education Responsibilities in Excess of Artman II, Education Administration or other Administration responsibilities may be credited with the percentage effort related to those positions upon approval by the Dean’s Office.

9. **Credit for Exceptional Academic Contributions** Exceptional Academic Contributions made over the prior 5 years may be credited towards the REF. The determination whether a faculty member has made Exceptional Academic Contributions, and the percentage points that can be credited to REF for such Exceptional Academic
Contributions, are determined by the faculty member’s Chair, with the approval of the Vice Dean for Education, Faculty and Academic Affairs.

10. **Endowed Chair and Professorship Income** For individuals with income from endowed chairs or endowed professorships and with total compensation in excess of the NIH cap, the income from the endowed position should be applied first to the component of compensation that is above the NIH cap. If the income from the endowed position is greater than the difference between the individual’s total compensation and the NIH cap, the balance of endowed income can be credited as REF.

11. **Discretionary Funding** For faculty who have access to discretionary income accounts, the discretionary income must first be applied to the faculty member’s compensation, until the faculty member’s REF is met. Discretionary income therefore should not be applied to support research or other academic activities unless the REF is met.

12. **Required Effort on Grants** The School’s long-standing policy on institutional cost sharing requires that “all new, continuing, and competing applications to sponsoring agencies for support of research, training or related programs are to reflect a level of institutional base salary expense for compensated faculty and staff commensurate with each individual’s proposed effort toward the program/project.” The researcher’s salary on the grant must be commensurate with the researcher’s effort.

13. **Changes in Effort** The required extramural funding percentages are minimum expectations. Research faculty whose extramural funding is above the REF are expected to maintain the higher percentages. Faculty should not reduce effort on grants unless there is a change in grant status, e.g., loss of a grant, addition of another grant, or approved change in the faculty member’s effort. Any reduction in effort or salary charged to a grant must be in compliance with federal requirements and School policies. The School will monitor any reductions in effort on funded grants. Reduction in effort or salary charged to a grant must be in compliance with federal requirements and School policies.

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1 The School’s Institutional Cost Sharing Policy can be found at http://www.med.nyu.edu/spa/policies/nyusom/costsharing.html

2 Under Federal grants requirements, researchers must obtain Federal agency approval for a 25% or greater reduction in effort from the level approved at the time of award.

3 The School’s Policy on Effort Reporting for Sponsored Research Projects can be found at http://www.nyumc.net/nyu/policies/content/assets/Policies%20Research/7.01%20Sponsored%20Research/07-01d%20Effort%20Reporting%20Policy.pdf

4 Under Federal grants requirements, researchers must obtain Federal agency approval for a 25% or greater reduction in effort from the level approved at the time of award.

5 The School’s Policy on Effort Reporting for Sponsored Research Projects can be found at http://www.nyumc.net/nyu/policies/content/assets/Policies%20Research/7.01%20Sponsored%20Research/07-01d%20Effort%20Reporting%20Policy.pdf
C. **Relationship of REF and Compensation**

The School’s annual salary increase program is merit-based. Eligibility for adjustments to compensation for research faculty is related, among other criteria, to achievement of REF. For research faculty, achievement of REF, either through extramural funding alone or through a combination of extramural funding, and exceptional academic contributions, will be the threshold for eligibility for an annual salary increase. Limited exceptions to salary adjustments can be made, with approval of the department chair and the Vice Dean for Academic, Faculty and Academic Affairs, for junior faculty and for faculty who demonstrate significant progress toward achieving increased extramural salary support, such as a significant increase in expected support based on grant application activity and the quality of grant proposals as reflected in peer-reviewed critiques. See Schedule C, *Guidelines for Determining Eligibility for Merit Salary Increases for Research Faculty*, and Schedule D, *Guidelines for Salary Adjustments*, summarized below.

1. **Full merit increase**  Research faculty who (a) have met their Artman II obligations and b) have satisfactorily performed Department and School-approved appointments and responsibilities, and (c) have achieved the REF are eligible to receive a full merit increase.

2. **Partial merit increase**  Research faculty who (a) have met their Artman II obligations and (b) have satisfactorily performed Department and School-approved appointments and responsibilities, and (c) obtained at least 40% (but not 60%) of their salary allocated to research from the combination of extramural funding and exceptional academic contributions are eligible to receive a partial merit salary increase, with the specific increase approximately proportional to the degree that their external funding exceeds 40%.

3. **No increase**  Research faculty who (a) have not met their Artman II obligations, or (b) have not obtained at least 40% of their salary allocated to research from the combination of extramural funding and exceptional academic contributions, are not eligible for a salary increase.

4. **Decreases**  Research faculty who have not achieved extramural funding of at least 20% and who do not qualify for adjustments or safe harbor as described in this policy will receive salary reductions, as set forth in Schedule D, *Guidelines for Salary Adjustment*.

5. **Safe Harbor**  A faculty member who has met the REF for each of the prior three years, and who continues actively to pursue extramural funding, will be protected from reduction in salary for two years.

6. **Research Incentives**  Faculty who meet or exceed REF will be eligible for incentive supplements to their discretionary funds or payment as salary incentives, in accordance with guidelines to be published by the School on an annual basis.

7. **Chair’s Discretion**  Department chairs will have the discretion, with approval of the Vice Dean for Education, Faculty and Academic Affairs, to apply the principles described in this policy flexibly when a particular situation justifies a modified result.

8. **Changes in Responsibility**  Faculty who are not meeting performance expectations may be
offered a change of responsibilities that reallocates effort in other areas such as education or clinical services. A faculty member who is offered such a change may request the involvement of an ombudsman, if desired, who will participate in discussions concerning the formulation of the Change of Responsibilities (COR) letter.

D. **Letters to Faculty**

In order to assure that all research faculty understand the REF required of them, Chairs will send annual review letters to each faculty member annually informing each faculty member of his/her performance over the past academic year as well as expectations for the coming year, including required extramural funding. Letters should be distributed in September of each year.

The School will maintain systematic recordkeeping that permits each faculty member, and his or her department chair, to know what teaching expectations the individual has, and whether or not they are being met. Faculty are expected to maintain accurate records of teaching and service activities within ALEX, for scheduled activities, and their academic portfolios.

E. **Mentoring Committees**

Department Chairs should develop mentoring committees to assist faculty who request assistance in meeting the performance expectations.

F. **Mediation and Appeals**

The New York University Faculty Handbook, through its Faculty Grievance Procedures, provides appeals processes for faculty who wish to dispute decisions concerning salaries and other aspects of employment. These processes will be in effect and applicable to compensation decisions made in accordance with the performance expectations described in this letter. The Faculty Grievance Procedures state that “attempts shall be made to settle the dispute by informal discussions between the concerned parties, possibly with the assistance of mediators.” In the case of salary decisions made in accordance with these performance expectations, the Dean will convene a committee of three highly-respected senior faculty members, appointed by the Dean in consultation with the Senior Vice President for Health, to serve as a mediation committee to assist in the informal discussion stage of the grievance process. In a particular faculty member’s case, either the affected faculty member or the Dean may seek the assistance of the mediation committee. If the dispute is not settled at the informal stage, the Faculty Grievance Committee will be convoked upon the request of the faculty member in accordance with the Faculty Grievance Procedure.
SCHEDULE OF ATTACHMENTS

A. Guidelines for Education Effort
B. Guidelines for Determining Eligibility for Merit Salary Increases for Faculty
C. Guidelines for Salary Adjustments
GUIDELINES FOR EDUCATION EFFORT

Faculty are expected to meet the teaching expectations set forth in the Policy on Expectations Regarding Teaching (also known as “Artman II” or the “Artman II Report”) (http://webdoc.nyumc.org/nyumc/files/efaa/attachments/Policy_on_Expectations_Regarding_Teaching_revised_6.13.pdf). The policies, established in 2006, had three central objectives:
1. To ensure a sufficient number of teachers for required courses in the medical school
2. To ensure a fair and equitable distribution of teaching effort across departments
3. To establish a teaching record for faculty to assist in promotion

Education Administration
Education administration roles, together with contact hours, may count towards a faculty member’s teaching obligations. The following are School-approved education administration positions for which specific percent effort will be applied:

- Course/Content/Module/Section Director
- Pillar Director
- Concentration leader
- Graduate Advisor
- Clerkship/Selective Director
- Residency/Fellowship Program Director

EDUCATION ADMINISTRATION EFFORT GUIDELINES

<table>
<thead>
<tr>
<th>UNDERGRADUATE MEDICAL EDUCATION</th>
<th>Proposed FTE guidelines</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Director</td>
<td>30% (for 80 hour course)</td>
</tr>
<tr>
<td>Clerkship Director</td>
<td>40%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GRADUATE MEDICAL EDUCATION</th>
<th># Residents/Fellows:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Director- Residency Programs</td>
<td>&gt;30 = 50%</td>
</tr>
<tr>
<td></td>
<td>15-29 = 20-50%</td>
</tr>
<tr>
<td></td>
<td>&lt;15 = 10-20%</td>
</tr>
<tr>
<td>Program Director- Fellowship Programs</td>
<td>6-&gt;20 = 20-30%</td>
</tr>
<tr>
<td></td>
<td>&lt;5 = 5-10%</td>
</tr>
<tr>
<td>Program Director- non-accredited Programs</td>
<td>0% School supported effort</td>
</tr>
<tr>
<td>GRADUATE STUDENT EDUCATION</td>
<td># Students:</td>
</tr>
<tr>
<td>---------------------------</td>
<td>------------</td>
</tr>
<tr>
<td>Graduate Advisor</td>
<td>&gt;15 = 10%</td>
</tr>
<tr>
<td></td>
<td>≤14 = 5%</td>
</tr>
<tr>
<td>Course Director</td>
<td>&gt;20 = 15%</td>
</tr>
<tr>
<td></td>
<td>6-14 = 10%</td>
</tr>
<tr>
<td></td>
<td>≤5 = 5%</td>
</tr>
</tbody>
</table>

1. For Foundations of Cellular and Molecular Biology I and II, the following percentages apply:
   - Course Director: 10-15% (dependent on semester)
   - Module Director: 10%

2. Faculty organizing readings, seminars and tutorials (1.5 credits) will uniformly receive acknowledgement for 2.5% effort

<table>
<thead>
<tr>
<th>OTHER SCHOOL OF MEDICINE OR MEDICAL CENTER ADMINISTRATON</th>
<th>As determined by the Dean and as recorded in a letter of responsibility</th>
</tr>
</thead>
</table>

*Effort for positions not specified in the above table will be determined based on positions of comparable effort.

As described in the Policy on Expectations Regarding Teaching, each faculty is expected to maintain a record of all teaching activities in ALEX, for scheduled activities, and the academic portfolio.
Effective as of the 2009-2010 academic year, as announced by Dean Grossman in his letter of February 9, 2009, the Merit Salary Increase Program for faculty will be merit-based in accordance with performance standards set forth by School of Medicine policies. Increases will be determined based on performance during the academic year.

For purposes of increases, the categories of evaluation are as follows:

1. **Exceeds standards** – eligible for full increase or more (if pool monies are available)

2. **Meets standards** – eligible for a full increase

3. **Needs improvement** – eligible for a partial increase

4. **Does not meet standards** – not eligible for an increase

**MEETS OR EXCEEDS STANDARDS**

A faculty member with **research responsibilities** “meets or exceeds standards” if s/he has, within the past year:

A. Satisfied department or School teaching requirements at the Artman II level if requested by the Chair or the Dean; **and**

B. Satisfied School-approved Education Responsibilities in Excess of Artman II, if applicable; **and**

C. Satisfied service requirements of the department or School, e.g., committee service if requested by the Chair or the Dean; **and**

D. Satisfied School-approved Education Administration or other Administration responsibilities, if applicable; **and**

E. Achieved the REF at least the 60% level (or a higher percentage if the department has promulgated a policy requiring a higher percentage) or higher.

A faculty member with **only clinical responsibilities** (i.e., no research responsibilities) “meets or exceeds standards” if s/he has, within the past year:

A. Satisfied department or School teaching requirements at the Artman II level if requested by the Chair or the Dean; **and**

B. Satisfied service requirements of the department or School, e.g., committee service if
requested by the Chair or the Dean; \textit{and}

\textbf{C.} Satisfied School-approved Education Administration or other Administration responsibilities, if applicable; \textit{and}

\textbf{D.} Met clinical expectations as stated in employment letter or other written directive by the Department Chair or the Dean.

\textbf{NEEDS IMPROVEMENT}

A faculty member with research responsibilities “needs improvement” if s/he has, within the past year:

\textbf{A.} Satisfied department or School teaching requirements at the Artman II level if requested by the Chair or the Dean; \textit{and}

\textbf{B.} Satisfied School-approved Education Responsibilities in Excess of Artman II, if applicable; \textit{and}

\textbf{C.} Satisfied service requirements of the department or School, e.g., committee service if requested by the Chair or the Dean; \textit{and}

\textbf{D.} Satisfied School-approved Education Administration or other Administration responsibilities, if applicable; \textit{and}

\textbf{E.} Achieved the REF between the 40\% and the 60\% level.

A faculty member with only clinical responsibilities (i.e., no research responsibilities) “needs improvement” if s/he is, within the past year, deficient in any one of the following:

\textbf{A.} Satisfied department or School teaching requirements at the Artman II level if requested by the Chair or the Dean; \textit{and}

\textbf{B.} Satisfied service requirements of the department or School, e.g., committee service if requested by the Chair or the Dean; \textit{and} Satisfied School-approved Education Administration or other Administration responsibilities, if applicable; \textit{and}

\textbf{C.} Met clinical expectations as stated in employment letter or other written directive by the Department Chair or the Dean.

\textbf{DOES NOT MEET STANDARDS}

A faculty member with research responsibilities “does not meet requirements” if s/he has, within the past year:

\textbf{A.} Not satisfied department or School teaching requirements at the Artman II level if requested
by the Chair or the Dean; or

B. Not satisfied School-approved Education Responsibilities in Excess of Artman II, if applicable; or

C. Not satisfied service requirements of the department or School, e.g., committee service if requested by the Chair or the Dean; or

D. Not satisfied School-approved Education Administration or other Administration responsibilities, if applicable; or

E. Not achieved REF at least at the 40% level.

A faculty member with only clinical responsibilities (i.e., no research responsibilities) “does not meet requirements” if s/he has, within the past year:

A. Not satisfied department or School teaching requirements at the Artman II level if requested by the Chair or the Dean; or

B. Not satisfied service requirements of the department or School, e.g., committee service if requested by the Chair or the Dean; or

C. Not satisfied School-approved Education Administration or other Administration responsibilities, if applicable; or

D. Not met clinical expectations as stated in employment letter or other written directive by the Department Chair or the Dean.
GUIDELINES FOR SALARY ADJUSTMENTS

The metrics described below will be applied, beginning January 2010, to calculate for affected faculty members salary reductions that will be effective in January 2010. The salary reduction policy will be continue in effect unless and until modified by appropriate process for future years.

Research faculty who did not achieve extramural funding (EF) of at least 20% and who do not qualify for the adjustments described in the Dean’s February 9, 2009, letter to the faculty will receive salary reductions effective in January 2010.

The maximum reduction will be 20% (the “Maximum Reduction”) of the faculty member’s total salary in the case of faculty who are (a) full-time in the basic science departments and (b) full time researchers in the clinical departments; for faculty not included in (a) or (b), but whose appointment includes a paid research component, the Maximum Reduction is 20% of the portion of salary that is allocated to research.

The calculation of the salary reduction in each case will take into account the following three variables:

1. Duration of funding <20% of REF for the preceding 10 years (20% rather than 30% is used as the threshold for the duration computation to take into account the fact that, while all research faculty have been expected to support their research, specific thresholds did not exist prior to 2008)
2. Percent of funding shortfall (i.e., between 1 and 20%)
3. Salaries in excess of NIH cap for past administrative responsibilities

Calculation of Individual Salary Reduction

While the Maximal Reduction possible is 20%, the individual faculty reduction may be adjusted based upon: 1) Credit for Prior Years of Funding; and 2) Credit for Current Funding between 1-20%.

1. **Credit for Prior Years of Funding**. Salary reductions will be scaled to account for the length of time that underfunding has occurred. Faculty members with longstanding underfunding will be subject to a larger decrease than will occur if the underfunding was of a shorter duration. The scaling will be calculated as follows:
For those with 10 years or more without extramural funding salary coverage: the Maximum Reduction of 20% will apply.

Individuals who have achieved at least 20% extramural salary coverage in one or more of the past 10 years: a credit of 2.0% for each year in prior 10 that extramural funding of at least 20% of salary was secured will be applied to lower the Maximum Reduction. The resulting reduction is designated the Duration Reduction (DR).

2. **Credit for Current Funding between 1-20%**. Individuals who have extramural funding, but do not achieve the benchmark of 20%, will receive credit applied to the maximal reduction by a proportional amount. This credit will be applied after the Duration Reduction is determined and result in the Individual Salary Reduction, as follows:

- **Individual Salary Reduction is determined as follows**: Duration Reduction (as calculated in #1 above) minus the percentage of achieving salary reduction threshold of 20% EF:

  \[
  \text{Individual Salary Reduction} = \text{Duration Reduction (DR)} - [\text{DR} \times \text{percentage of 20% EF achieved in FY09}]
  \]

**EXAMPLES (Table attached)**

1. Faculty member A has a research effort of 100% and has achieved \( \geq 20\% \) EF for 4 out of the prior 10 years. His current FY09 EF is 0.

Total Compensation = $185,000.

   a. **Calculation of Credit for Prior Years of Funding (Duration Reduction)**

   \[
   \text{Duration Reduction} = 20\% - (4 \text{ years x } 2\%)
   \]

   \[
   \text{Duration Reduction} = 12\%
   \]

   b. **Calculation of Credit for Current Funding**

   \[
   \text{Individual Salary Reduction} = 12\% - (12\% \times 0/20)
   \]

   \[
   \text{Individual Salary Reduction} = 12\%
   \]

   **Projected Salary = $162,800**

2. Faculty member B has a research effort of 50% and has not achieved \( \geq 20\% \) EF in the prior 10 years. His current FY09 EF is 0.

Total Compensation = $100,000

Research compensation = $50,000.
a. Calculation of Credit for Prior Years of Funding (Duration Reduction)

\[ Duration \text{ Reduction} = 20\% - (0 \text{ years} \times 2\%) \]

\[ Duration \text{ Reduction} = 20\% \]

b. Calculation of Credit for Current Funding (Maximum Reduction)

\[ \text{Individual Salary Reduction} = 20\% - (20\% \times 0/20) \]

\[ \text{Individual Salary Reduction} = 20\% \]

\[ \text{Projected Salary} = \$90,000 \text{ (reduction applied to research compensation)} \]

3. Faculty member C has a research effort of 98\% and has achieved \( \geq 20\% \) EF for 8 of the prior 10 years. His current FY09 EF is 18.94\%.

Total Compensation = $125,000

Research Compensation = $122,500.

a. Calculation of Credit for Prior Years of Funding (Duration Reduction)

\[ Duration \text{ reduction} = 20\% - (8 \text{ years} \times 2\%) \]

\[ Duration \text{ Reduction} = 4\% \]

b. Calculation of Credit for Current Funding (Maximum Reduction)

\[ \text{Individual Salary Reduction} = 4\% - (4\% \times 18.94/20) \]

\[ \text{Individual Salary Reduction} = 0.21\% \]

\[ \text{Projected Salary} = \$124,740 \]

4. Faculty member D has a research effort of 100\% and has not achieved \( \geq 20\% \) EF in the prior 10 years. His current FY09 EF is 0.

Total Compensation = $150,000

a. Calculation of Credit for Prior Years of Funding (Duration Reduction)
Duration reduction = 20% - (0 years x 2%)

Duration Reduction = 20%

b. Calculation of Credit for Current Funding (Maximum Reduction)

Individual Salary Reduction = 20% – (20% x 0/20)

Individual Salary Reduction = 20%

Projected Salary = $120,000

3. Salary Adjustments for Clinical Faculty. In order to receive a merit increase, clinical faculty must be fulfilling their clinical obligations consistent with their compensation and the expectations of their chair and the dean. If a faculty member declines without good reason to cover a clinical service at the request of his or her chair, that individual will not be eligible for a salary increase this year, and may experience a decrease in future years if he or she continues to decline the request.