

Report of the
**Chairs Research
Council Subcommittee**

Endorsed by COMAC August 9, 2018



The University of Vermont
LARNER COLLEGE OF MEDICINE

Chairs Research Council Subcommittee

Charge:

Develop expectations/guidelines for salary support for Tenure, Research Scholar, Faculty Scientist and Education Scholar pathways.

Subcommittee members:

- Gregory L. Holmes, MD, co-Chair
- Mark T. Nelson, PhD, co-Chair
- Robert R. Althoff, MD, PhD
- Gordon L. Jensen, MD, PhD
- Beth D. Kirkpatrick, MD
- Debra G.B. Leonard, MD, PhD
- Robert A. Pierattini, MD
- Renee D. Stapleton, MD, PhD
- Matthew J. Wargo, PhD
- David M. Warshaw, PhD
- Brian L. Cote (ad hoc)



Background

- Competition from funding sources, which pay faculty salaries and support research labs, is very stiff.
- There is concern about the long-term financial stability of Larner College of Medicine (LCOM) departments that are primarily supported through extramural research monies.
- There are concerns that expectations/benchmarks for salary support are not uniform throughout LCOM.
- Recruiting and retaining young investigators requires a solid financial foundation in the department.



Process

- The subcommittee examined documents provided by the LCOM regarding tenure and non-tenure research track funding and consulted with the Huron group.
- Issues were discussed and ideas formulated during four meetings.



Findings



Findings

Salary support from direct charges to grants for the LCOM is listed below (data for PhD's only). Due to the NIH cap on salary, the actual percentage of salary from grants is understated. This may have a significant impact on full professors in the tenure pathway.

Tenure Track	
Assistant Professor (11)	64%
Associate Professor (15)	52%
Professor (43)	43%

Research Scholar Track	
Assistant Professor (40)	82%
Associate Professor (14)	65%
Professor (3)	56%
Faculty Scientist (8)	85%



Findings

- To learn where the other dollars for salary are derived in the Tenure and Research Scholar tracks would require a review at the individual level.
 - For example, in some departments research dollars are supplemented by teaching dollars.
 - However, the committee concluded that the low percentage of salary support from extramural grants in both the Tenure and Research Scholar Track is unsustainable.



Findings

- It is recognized that there are activities done by faculty that are needed for the research and academic mission of the LCOM that do not generate dollars.
 - Serving on national governmental committees such as NIH, FDA and NSF and professional organizations is important, worthwhile, and brings distinction to the LCOM.
 - Serving on University, LCOM and departmental committees and mentoring of medical and graduate students, postdoctoral fellows and residents, is important and needed, but does not generate funds flow into the LCOM.
 - Such service obligations are considered part of the job description in the Tenure and Education Scholar pathways and is required for promotion.



Recommendations

The following recommendations are regarding percentage of salary supported by extramural funds. They reflect the current financial realities at LCOM and are consistent with national benchmarks.



Recommendations

- All faculty in the four tracks are expected to earn their salary whether it be through extramural research, teaching or in the case of MD/PhD or MDs clinical care.
- Individuals in the **Education Scholar Pathway** are expected to earn 95% of their salary annually through teaching and related scholarly activities.
- Individuals in the **Faculty Scientist Pathway** are expected to earn 100% of their salary through funded research support.



Recommendations

- Individuals in the **Tenure pathway** are expected to earn at least 50% of their salary through external grants.
 - The remainder of their salary needs to come from income-generating activities including research, teaching, consulting (e.g. scientific advisory boards), administrative or clinical work. Service and teaching are expected in this pathway.



Recommendations

- Individuals in the **Research Scholar pathway** are expected to generate 95% of their salary through research endeavors.
 - Service and teaching are not expected in this pathway, but, with permission of the department head, can be done to help to secure 95% salary coverage.
 - It is recommended that the 95% salary support requirement through research endeavors be included in the annual appointment letters for Research Scholar faculty.



Recommendations

- Service is required for the **Tenure and Education Scholar pathways**.
 - In the current budget formulation, funds are not provided to departments for service. Some, but not all, time-intensive service activities do provide some compensation, e.g. Chair of IUCAC, and the Director of Neuroscience Graduate Program.
 - It is recommended that consideration be given to compensate for service on high effort committees such as Admissions, Faculty Standards, IUCAC, and IRB.



Recommendations

- For **Tenure and Research Scholar Pathways**, extramural funding should be assessed using a three-year rolling average.
 - Individuals not meeting their financial benchmarks will meet with the Chair to develop risk mitigation strategies to identify actions and steps needed to reduce financial risk.
 - These could include a requirement for formal research mentoring as well as strategies to increase teaching time and to increase clinical activities for physicians.
 - When appropriate, a change in duties within the department or a reduction in effort may be considered.



Recommendations

- Chairs are responsible for the financial stability of their departments and are allowed flexibility regarding these benchmarks.
 - A major goal of the LCOM is to attract new talent and Chairs have the flexibility of arranging start-up plans that may differ from the percentages of extramural research support listed above.



Recommendations

- It is recommended that an F&A-based incentive program for research performance be continued so that successful investigators are rewarded in a sustainable manner.
 - Further review by the research incentive working group is suggested to explore a phased alignment of eligibility for the incentive program with the new performance metrics.



Conclusion



Conclusion

- These recommendations are intended to aid LCOM chairs in the communication of clear and consistent expectations of research performance to faculty members.
- Flexibility in implementation and management of these recommendations at the individual faculty member level is retained by the chair.
- These recommendations will be subject to periodic review by the Chairs Research Council in collaboration with the Senior Associate Dean for Research.





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