

**Faculty Research Compensation**  
**Guidance Document for Period Worked January 1, 2022 through December 31, 2022**  
**Last Updated: June 28, 2022**

This document is intended to provide guidance for Faculty Research Compensation for work occurring between January 1, 2022 and December 31, 2022.

**Salary Expectations**

- The purpose of this program is to set fair salary recovery expectations for Wake Forest School of Medicine faculty in a manner that drives key behaviors and furthers our desired culture of collegiality, accountability, and excellence.
- These salary expectations are applicable to faculty on Tenure-Track, Clinician Scholar Track, or Education Scholar Track. Individuals on the Clinician Expert Track, the Clinical Faculty Pathway, and Research Scholar (or contingent) Track are not eligible to receive the Research Match.
- Faculty meeting this criteria with a research component of their salary will be expected to support 65% of this research effort with extramural (e.g. grants & contracts) funds. The remaining 35% of research salary is considered the “match.”
- Extramural funds can be derived from any extramural research funding source, regardless of F&A rate.

**Research Excellence Awards (REA)**

- The purpose of this program is to provide financial rewards and recognition for successful research-intensive faculty.
- Faculty must meet the following criteria to be eligible for an REA:
  - Research Intensive (50% or greater research effort)
  - At rank of Assistant Professor, Associate Professor, or Professor
  - On Tenure-Track, Clinician Scholar Track, or Education Scholar Track
  - In an eligible position, rank, and track at WFBMC for the full time period (January 1, 2022 through December 31, 2022).
  - Employed by WFBMC at the time of payout (April payroll).
  - 0.75 FTE or greater
  - REA calculation within ranges identified below
- Prior to each fiscal year, faculty will choose whether potential REAs will: 1) be received as a salary bonus payment; 2) be placed in a research and development account; or 3) be split 50/50 between funding a salary bonus payment and supporting a research and development account. Faculty who have not declared their intent prior to the beginning of the fiscal year will default to option 1—REA funding salary bonus payment. No changes to elections will be allowed after the beginning of a fiscal year.
- REAs will be calculated based on percent of annual extramurally funded research effort, capped at 90% support, and the financial incentive will be consistent across rank.

- Percent of annual extramurally funded research effort is calculated by determining an individual's funded research effort (numerator) and research base (denominator).
  - These calculations are based on actual payroll data and source of funds for the period worked, which in this case is January 1, 2022 to December 31, 2022. This process is separate and distinct from effort certifications.
  - Below, please find the calculations for both funded research effort (numerator) and research base (denominator).
    - Funded Research Effort (Numerator): All Extramurally-Funded Effort + Over-the-Cap Support
    - Research Base (Denominator): All Extramurally-Funded Effort + Over-the-Cap + Match + Bridge + 3-Year Guarantee Usage + Early-Career Salary Support + Faculty Funds (e.g. Start-Up Accounts, Institutionally-Funded Research Pilot Projects, and Development Accounts). Faculty Funds includes all historical Fund 125 accounts with the exception of those previously designated with activity code CTR or CSHAR.
    - Please note:
      - Extramurally-Funded Effort = Project Type 1XXXXXXXXXX, Project 40000830459, Project 40000830365, Project 40000830366, Project 41000000088, Project 40000888882, and Project 41000000109
      - Over-the-Cap = 52969
      - Match = 52968
      - Bridge = 52972, 52974
      - 3-Year Guarantee Usage = 52976
      - Early-Career Salary Support = 52977
      - Faculty Funds (e.g. Start-up and Development Accounts) = all 4XXXXXXXXXX accounts with the exception of Project 40000888883 and Project 40000888886. Previous projects with activity code of CTR or CSHAR will be treated as purchased effort and removed from the base (denominator).
  - Research intensive faculty ( $\geq 0.50$  absolute FTE) with effort between 0.75 FTE and 0.99 FTE are eligible for prorated REAs.
- It is recommended that faculty with interest in the REA process regularly audit effort using the above calculation methodology. If any faculty member has a question about the potential impact of a funding source, please contact Michael Kennedy at [mkenney@wakehealth.edu](mailto:mkenney@wakehealth.edu). In addition, if you would like the CTSI to provide an audit for activity occurring during this period, please make a request to Michael Kennedy. The audit will be provided to give a faculty member or group of faculty members an understanding of their effort profile in advance of final REA calculations.
  - Departments are not permitted to submit manual cost transfers after the close of a fiscal year in efforts to impact REA payouts.
  - The following criteria will be used to calculate REA payment:
    - 70% - 74% = \$500 per % unit
    - 75% - 84% = \$1,000 per % unit
    - 85% - 90% = \$1,500 per % unit
  - The following table can be used to calculate REA payments by percent of annual extramurally funded research effort:

<b>% of Research Effort Extramurally Funded</b>	<b>REA Increment</b>	<b>Total \$ Incentive</b>
70%	\$500	\$500
71%	\$500	\$1,000
72%	\$500	\$1,500
73%	\$500	\$2,000
74%	\$500	\$2,500
75%	\$1,000	\$3,500
76%	\$1,000	\$4,500
77%	\$1,000	\$5,500
78%	\$1,000	\$6,500
79%	\$1,000	\$7,500
80%	\$1,000	\$8,500
81%	\$1,000	\$9,500
82%	\$1,000	\$10,500
83%	\$1,000	\$11,500
84%	\$1,000	\$12,500
85%	\$1,500	\$14,000
86%	\$1,500	\$15,500
87%	\$1,500	\$17,000
88%	\$1,500	\$18,500
89%	\$1,500	\$20,000
90%	\$1,500	\$21,500

### **Three-Year Faculty Salary Guarantee Program**

- The purpose of this program is to guarantee the salary of the most consistently successful research-intensive Wake Forest School of Medicine faculty.
- Faculty must meet the following criteria to be eligible for this program.
  - Research Intensive (50% or greater research effort)
  - At rank of Assistant Professor, Associate Professor, or Professor
  - On Tenure-Track, Clinician Scholar Track, or Education Scholar Track
  - In an eligible position, rank, and track at WFBMC for the full time period reviewed (6 years)
  - 0.75 FTE or greater for the full time period
  - Nomination by their Department Chair with an attestation that there is no known upcoming funding gap.
  - Meet effort requirements outlined below.
- To be eligible for the Three-Year Faculty Salary Guarantee Program, faculty must have 75% or greater annual extramurally funded research effort for six consecutive years at Wake Forest School of Medicine.
  - Percent of annual extramurally funded research effort is calculated by determining an individual's funded research effort (numerator) and research base (denominator). These calculations are based on complete fiscal year funding data.

- Below, please find the calculations for both funded research effort (numerator) and research base (denominator).
  - Funded Research Effort (Numerator): All Extramurally-Funded Effort + Over-the-Cap Support
  - Research Base (Denominator): All Extramurally-Funded Effort + Over-the-Cap + Match + Bridge + 3-Year Guarantee Usage + Early-Career Salary Support + Faculty Funds (e.g. Start-Up Accounts, Institutionally-Funded Research Pilot Projects and Development Accounts). Faculty Funds includes all historical Fund 125 accounts with the exception of those previously designated with activity code CTR or CSHAR.
  - Please note:
    - Extramurally-Funded Effort = Project Type 1XXXXXXXXXX, Project 40000830459, Project 40000830365, Project 40000830366, Project 41000000088, Project 40000888882, and Project 41000000109
    - Over-the-Cap = 52969
    - Match = 52968
    - Bridge = 52972, 52974
    - 3-Year Guarantee Usage = 52976
    - Early-Career Salary Support = 52977
    - Faculty Funds (e.g. Start-up and Development Accounts) = all 4XXXXXXXXXX accounts with the exception of Project 40000888883 and Project 40000888886. Previous projects with activity code of CTR or CSHAR will be treated as purchased effort and removed from the base (denominator).
- Note 1: the threshold for this program remains at 75% effort to capture the most consistently successful, research-intensive faculty.
- Note 2: Career Development Awards are eligible to count toward the 75% funding expectation up to a maximum of three years. The faculty member must continue to meet the 75% funding expectation for subsequent consecutive years following their Career Development Award to meet the program's six-year requirement. Salary funded through extramural funds preceding the Career Development Award will not be considered for the 6-year goal. The following Career Development Awards are eligible for this program: K01, K02, K05, K07, K08, K22, K23, K24, K25, K26, K76, K99/R00, KL2. Examples of use of this program include:
  - WFSM faculty member is funded at 75% on a five-year career development award. Following this period, the faculty member would be required to maintain 75% funding for three consecutive years to be eligible for the program.
  - Faculty member transfers to WFSM with two years remaining on a Career Development Award that funds 75% of their effort. Following this period, the faculty member would be required to meet the 75% funding expectation for four consecutive years.
  - WFSM faculty member is funded at 75% for one year then receives a five-year Career Development Award that funds 75% of their salary. Following this period, the faculty member would be required to maintain 75% funding for three consecutive years to be eligible for this program.
- Note 3: Faculty who have utilized some form of Bridge Funding within their 6-year review for the program will remain eligible as long as they maintain the required 75% funding for each of those six years according to the calculation above.
- Note 4: These calculations are based on actual payroll data and source of funds for the period worked. This process is separate and distinct from effort certifications.

- Enrolled faculty maintaining this level of extramural funding will be “renewed” each year, re-starting their 3-year guarantee.
- Should a faculty member already enrolled in this program drop below the 75% threshold, they will be eligible for renewal the following year if they meet 2 requirements: 1) they raise funding back over the 75% expectation; 2) this drop below the requirement was a one-time occurrence over a 3-year period.
- Enrolled faculty that do not meet the minimum requirement for this program will be “rolled into Year 2” (enter year 2 of the 3-year guarantee) and “rolled into Year 3” (enter year 3 of the 3-year guarantee) before ultimately being removed from the program.

### **Salary Bridge Funding**

- The purpose of this program is to provide salary support to eligible Wake Forest School of Medicine faculty whose extramurally funded research effort falls below the 65% expectation. The academic enterprise institutional salary cap of \$250,000 applies to the Salary Bridge program.
- Faculty must meet the following criteria to be eligible for Bridge Funding:
  - Research Intensive (50% or greater research effort)
  - At rank of Assistant Professor, Associate Professor, or Professor
  - On Tenure-Track, Clinician Scholar Track, or Education Scholar Track
  - 0.75 FTE or greater
- To access this program, the department chair must review the RFA ([Salary Bridge RFA](#)) and complete the application ([Salary Bridge Application link](#)).
- There will be quarterly start dates (July 1, October 1, January 1, and April 1) with applications due 90 days in advance. Applications require 1) a fillable PDF with answers to three questions; 2) a standardized funding template that calculates need; and 3) an updated CV.
- Research Leadership, including the Chief Science Officer and the Vice President of Research Administration & Operations, will review applications and make the decision about whether or not to fund an application. The department chair will attend this meeting to participate in the discussion and decision. Dean Freischlag will review all decisions.
- Twice per year, all extant salary bridge recipients will be reviewed to determine whether or not continued funding is justified. There will be no re-application necessary for faculty with salary bridge needs extending across fiscal years, however additional information on progress may be requested during bridge periods.
- This refined bridge funding process is intended to: increase flexibility with four application and start dates throughout the year; include Chair input; closely evaluate progress of recipients; and ensure that faculty view the bridge funding mechanism as available to them during times of need.

### **Early-Career Salary Support**

- The purpose of this program is to increase support for early-career faculty and provide an extended period of time for these individuals to reach the 65% salary funding expectation. The

academic enterprise institutional salary cap of \$250,000 applies to the Early-Career Salary Support program.

- This program is available to research-intensive (50% or greater research effort), tenure-track, clinician scholar, clinical pathway, and education scholar, early-career faculty who have completed the start-up phase defined in their offer letters. This program does not apply to faculty still within their start-up phase or Research Scholar Track (or contingent) faculty. A copy of the faculty member's offer letter is required to confirm their start-up period.
  - Please note that "start-up phase" refers to a measure of time. This holds no relation to whether or not funding remains in a faculty member's start-up account. Unless otherwise stated, the start-up period will be 4 years after the hire date.
- To access this program, the department chair must review the RFA ([Early Career RFA](#)) and complete the application ([Early Career Application link](#)).
- There will be quarterly start dates (July 1, October 1, January 1, and April 1) with applications due 90 days in advance. Applications require only 1) a fillable PDF with answers to three questions; 2) a standardized funding template that calculates need; 3) an updated CV; and 4) a copy of the faculty member's offer letter.
- Faculty at the rank of assistant professor for 7 years or less and have not received a K-Award are eligible for a reduced extramural funding expectation. Faculty members in this category are expected to support 50% of their research effort with extramural funds. When a faculty member completing their start-up period is funded at 50% of their research effort with extramural funds, they are eligible to apply for access to these Early-Career Salary Support funds. If a faculty member completing their start-up period does not meet the 50% expectation, they should apply for Salary Bridge Funding (above).
- Faculty within 2 years after completion of a Career Development Award (e.g. K08, K23, KL2, etc.) are eligible for a reduced extramural funding expectation. Faculty members in this category are expected to support 25% of their research effort with extramural funds. When a faculty member completing their Career Development Award is funded at 25% of their research effort with extramural funds, they are eligible to apply for access to these Early-Career Salary Support funds. If a faculty member completing their Career Development Award does not meet the 25% expectation, they should apply for Salary Bridge Funding (above).

### **Salary Adjustments**

- Faculty who do not meet funding expectations for a sustained period may have a reduction in salary.
  - In a faculty member's first year of not meeting funding expectations, any potential salary reduction is a joint decision between the Department Chair, Chief Science Officer, and the Vice President for Research Administration & Operations.
  - In a faculty member's second year of not meeting funding expectations, any potential salary reduction remains a joint decision between the Department Chair, Chief Science Officer, and the Vice President for Research Administration & Operations.
  - In a faculty member's third year of not meeting funding expectations, there is a required salary reduction unless an exemption is approved by the Chief Science Officer.

### **Research Scholar Track (or Contingent) Faculty**

The Research Scholar Track is a non-tenure eligible track for faculty involved in research programs with no or minimal teaching and service responsibility. Faculty on this track, sometimes referred to as Contingent Faculty, have positions contingent on continued funding, either through independent funding or collaborative efforts. This guidance is intended to clarify language in our Appointment, Promotion, and Tenure and Faculty Compensation Policies and provide more information on appropriate funding sources for individuals on this track.

- **Research Match:** Not eligible to receive the research match. These faculty are expected to support 100% of their research-focused effort with extramural funding.
- **Over-the-Cap:** Not eligible to receive over-the-cap cost sharing. Faculty on this track should not be hired at a level that require such an expense.
- **Service Roles:** Eligible to receive support for service roles. Wake Forest School of Medicine employs a number of individuals with terminal degrees that are hired to fulfill institution-funded or service core roles with no expectation for extramural funding. This is an acceptable practice and faculty on this track will remain eligible to fill these roles.
- **Start-Up Accounts:** Eligible to receive support from other faculty members' start-up accounts. Funding on this source is considered at the faculty member's discretion with annual review during the budget and performance review process.
- **Teaching & Committee Effort:** Eligible to receive support for committee membership, teaching, course direction, curriculum design and oversight, and/or other leadership needs. Department Chairs and Education Leadership are encouraged to consider Tenure Track, Clinician Scholar, or Education Scholar Faculty for such roles, however support will remain allowable for Research Scholar Track Faculty.
- **Endowment and Residuals:** Eligible to receive support from endowment or residuals at the Department Chair's discretion. However, these streams of funding should be limited in use (small portion of FTE) and time limited. Review of Research Scholar Track Faculty paid by these sources should be incorporated in annual review by Department Chairs.