

**Procedure for reduction of tenured faculty salaries
in the University of Pittsburgh School of Medicine
June 2017**

Faculty members are expected to conduct research, engage in teaching and/or undertake administrative and service activities and, for those who are UPP members, to provide clinical service and other UPP functions.

The target for the School of Medicine, in the case of faculty whose primary effort is research, is to obtain an overall average (for the School as a whole) of 75% support of faculty research (including faculty salaries) from research grants for those faculty members who are not members of UPP. It is recognized that each faculty member will have different levels of research support and that faculty may have other major assignments and responsibilities. Consideration will be given to faculty with start-up packages or faculty in the period shortly after relocating to the University of Pittsburgh from another institution. Similarly, faculty with a recent history (last several years) of substantial grant support or with very promising research programs will receive additional consideration.

Educational activity is highly valued and recognized as a core force in support of a faculty member's position. In this regard, programmatic leadership will receive the largest recognition (e.g., course director, block director, clerkship director, program director) but other contributions are also valued with ECUs or ECU equivalents.

Credit also will be given to faculty providing substantial service to the UPSOM, including administrative responsibilities and active participation in major committees (e.g., IACUC, IRB, admissions).

As required by the University of Pittsburgh, all School of Medicine (SOM) faculty will receive an annual performance evaluation (FPE) by their department chair or division/program chief or other supervisor. Evaluations will address the past year's performance in multiple domains, including research and scholarship, teaching, service, professionalism, and clinical effort (for those with clinical responsibilities). In addition, faculty will develop plans for the following year coordinated with the supervisor's expectations. Evaluations and plans will be completed by January 15 each year. (FPE form attached)

Evaluations will clearly indicate when a faculty member has not met plans or performance is otherwise unsatisfactory. In such cases, The FPE also must document that the faculty member is at risk of a salary freeze for the next academic year and the faculty member will submit a progress report (PR) by July 15 of the same year.

If the PR shows continued failure to meet goals, the faculty member will not receive any salary increase (either merit or cost of living) for the upcoming academic year.

If, following the salary freeze, the faculty member continues not to meet goals at the time of the next annual FPE, the evaluation will include a request for another PR by July 15 and a warning of a possible salary reduction of up to 20% at that time.

Inadequate improvement toward meeting goals demonstrated on the PR may result in a salary reduction of up to 20% of the faculty member's base salary.

Prior to implementation of the salary reduction, the SOM will request review by the Office of General Counsel.

Continued inadequate performance documented in subsequent years may lead to additional salary reductions. If inadequate performance is documented in consecutive years, reductions may occur without a repeated salary freeze. Inadequate performance recurring after an interval of two years or more will require the initial salary freeze step.

If in subsequent years the faculty member receives improved grant or other salary support, his or her salary may be increased on a case-by-case review.

Appeal process

A faculty member informed of a planned salary reduction may appeal this decision to the Dean and Senior Vice Chancellor of the UPSOM within 30 days of notification.

The Dean or his/her designee will appoint an ad hoc subcommittee of the Executive Committee of the Faculty of the School of Medicine (EC), including two department chairs and three elected members of the EC. Members of this ad hoc committee will not include the faculty member's chair or any other EC member with a conflict of interest.

The ad hoc committee will review the faculty member's CV and FPEs and PRs of relevant years and interview the faculty member and supervisor or chair. The committee may request other materials as determined to be necessary. The committee will present a written recommendation to the Dean within 2 months, based on the majority opinion, regarding whether to reverse or sustain the planned salary freeze or decrease. The Dean will review the committee's advice and determine whether or not to accept their recommendation.

Salary reductions can be appealed to the Provost if there is disagreement between the committee and the Dean/SVC, or if the cumulative impact of salary reductions exceeds 33% of the highest base salary received by the faculty member while employed at the University.

The Dean will submit an annual summary of all salary reductions (including those considered but not implemented) to the Provost.

NOTE: Pre-approval of any notices to faculty regarding salary freeze or reduction must be obtained from the Office of Faculty Affairs.

General timeline for policy implementation

Date	Chair/chief assessment	Chair/chief action	Impact
Year 1 FPE (by Jan 15)	Unsatisfactory/did not meet goals	Require a progress report Warning stated in FPE that salary freeze may occur if progress is inadequate	
Year 1 Progress report (by July 15)	Inadequate progress: Unsatisfactory/did not meet goals	Faculty member informed in progress report of salary freeze for upcoming year (including merit and cost of living components)	Salary freeze implemented
Year 2 FPE (by Jan 15)	Unsatisfactory/did not meet goals	Require a progress report Warning stated in FPE that salary reduction may occur if progress is inadequate	
Year 2 Progress report (by July 15)	Inadequate progress: Unsatisfactory/did not meet goals	Faculty member Informed of salary reduction	Salary reduction implemented