MEMORANDUM

TO: Unit Heads
FROM: Sally Wallace, Dean
DATE: August 16, 2018
SUBJECT: Fruits of Labor

This memo concerns the return of “above the line” and “below the line” rewards for external funding. “Above the line” means course releases, and staff salary reductions, while “below the line” means overhead returns. I will alter this policy each year as the situation demands with advanced notice.

Executive Summary

All of the course release moneys go to the department and the unit/PI. Departments are responsible for classroom replacement. The Dean retains one percentage point of the School’s share of the overhead, and the remainder goes to the PI/Department/Unit. Collaborative grants with other colleges must include a clear statement of the sharing of overhead (indirect cost recovery).

The Objectives of Our Policy

1. To support a larger pool of graduate students, adequate staff, and research faculty as we fulfill the goals outlined in our Strategic Plan - [http://aysps.gsu.edu/strategic-plan/](http://aysps.gsu.edu/strategic-plan/).
2. To cover the costs of people taken away from the classroom or other duties for purposes of carrying out externally funded projects.
3. To cover the costs associated with the School’s research infrastructure.
4. To reward the principal investigators and entrepreneurs.
5. To give each unit a pool of discretionary money to be used appropriately to advance strategic initiatives.
6. To support the public good in the School.
The Constraints and the Quid Pro Quo

7. Avoid using the money for extra compensation during the academic year. No exceptions.
8. This money is to replace what you might come to the Dean and request. Rather than hold the overhead in the Dean’s office and dole it out on a request by request basis, it is allocated as it is earned. Instead of asking for funding from the Dean’s Office, you will have your own money for speakers, travel, special funds, etc.
9. The department chair and the unit head are responsible for working out a plan with the PI. The Dean’s Office does not need to play a role except final approval.
10. The idea is to reward the people who did the work. This is very important if the incentives are to work.

Above the Line Funds

Course Releases. First call on this money is to replace the loss in the classroom with well-qualified replacements. The residual should be spent for the public good of the department.

Staff Releases. The person relieved from other duties might need to be replaced. The supervisor of that person will be responsible for making the decision and will receive the funds from the grant or contract.

If a grant carries no overhead, or the PI has negotiated a reduced indirect rate, the PI will receive no special consideration for use of the residual.

Overhead Return

AYSPPS retains one percentage point of the School portion of returned overhead, and the remaining 19 percentage points is allocated to the unit (department or research program). The money allocated to the unit is to be spent for a combination of “public good” and to benefit the principal investigator and co-investigators. It is important that the faculty member(s) who did the work see some fruits to his/her labor.

The principal investigator (PI) should benefit from a portion of this overhead return. The public good should be served as well unless the amounts are very, very small. Ask this question: How much of this grant money was used to benefit others?

My view is that decisions about the use of overhead returns be made among the relevant units with minimum policing by the Dean, although I may require an accounting of how funds were spent.
Procedure

A “plan” for expenditure of the “above” and “below the line” funds should be worked out by the relevant parties. Each department should decide on how it will make its decision about the use of resources.

Please see me if you have any questions or concerns about these procedures.