



FACULTY AFFAIRS LISTSERV QUESTIONS (1/98-3/00)

I. Recruitment/Search Process

- A. Paul DiPlacido
Category: Joint Appointment

The University Bylaws Committee at our university is dealing with an issue of "Secondary or Joint" appointments. Within your university, does the rank of a faculty member's secondary faculty appointment always match the rank of that faculty member's primary faculty appointment, both across departments within a school and across schools within the university? Any response you can provide would be greatly appreciated. Please identify your school name in your response.

- B. Paula Harper
Category: Recruitment Expenses

The GWU Medical Center is reviewing its practice of financing recruitment expenses for faculty positions. I would be very interested in your policies and procedures - particularly the following:

- 1) Are expenses paid by a central budget or are they the responsibility of each department?
- 2) Exactly what expenses are covered for both the candidate and your faculty? If a candidate is in town for a second interview and wants to look around the area for housing, schools etc. will you pay for the entire trip and all expenses incurred?

- C. Carole DeMack
Category: Letters of Intent

I would be grateful if you would share with me information about your practice regarding the provision of a "letter of intent" or "letter of offer" when you are attempting to recruit a candidate to your institution.

- D. Marie E. Brown
Category: Faculty Recruitment

I would be interested in hearing from you regarding Faculty Recruitment... specifically whether or not you have a Faculty Recruitment Office, employing an individual(s) responsible for assisting General Medicine and Subspecialty Division Chairs in the recruitment of faculty. Or if you had an office in the past and discontinued it, the reasons for discontinuing the service to Division Chairs.

If you have a Faculty Recruitment Office, I would appreciate your responses to the following questions:

- * How many individuals are employed in the office to recruit physicians? Do they also recruit allied health support staff?
- * How many faculty positions are recruited for each year (replacement and incremental) by the recruiters?
- * What services does the Faculty Recruitment Office provide for Divisions?
- * What are the advantages or benefits that you have realized by establishing a Faculty Recruitment Office? Any disadvantages?

* Any lessons learned in the process of establishing a Faculty Recruitment Office that you are willing to share?

II. Orientation/Expectations

A. Linda Ingalls
Category: Employee Orientation

We would like to know what other medical centers do in the way of orientation of new employees. What types of topics are covered, what activities are included, who are the "orientees," how long is the program, and if possible the budget for your orientation program.

B. Jaime Abel
Category: Faculty Handbook

The Office of Medical Faculty Affairs at Brown University will be developing a Faculty Handbook for the Medical Faculty. We would be interested in reviewing other Medical School's Faculty Handbooks as we start this process. If you have a copy that you are willing to share we would appreciate it, if there is a charge please notify me beforehand. Or if your Faculty Handbook is on the web or email we could simply review the content and structure ourselves.

D. Kathy Sheehan
Category: Faculty Orientation

I'm interested in what other schools are doing as it relates to Faculty Orientation. I'm especially interested in what some of the other Private Free Standing Schools do for their new faculty. Would especially be interested in hearing from: Mayo, Rush, Morehouse, Baylor, Emory, Albany, Eastern Virginia, Allegheny and New York!

E. Paula Harper
Category: Peer Reviewed Teaching

Have any of you implemented peer reviewed teaching programs and tied them either to your APT or annual report processes. I would be very interested in knowing the details of the implementation and administration of these programs.

G. Carole DeMack
Category: Maternity Leave

I would be interested in hearing from other medical schools about their policy for maternity leave. Currently we provide six weeks of maternity leave with full pay and benefits and the opportunity to extend the leave for an additional six weeks without salary. It has been suggested that we provide 12 weeks of maternity leave with full pay and benefits. I'm interested in learning how this compares to what other schools are doing.

H. Paula Harper
Category: Appointments in Departments other than Specialties

Does anyone have a process or procedure in place for granting primary appointments to faculty members

in departments OTHER than their specialties?? (For example appointing a psychiatrist who teaches in the family medicine residency program as an assistant professor medicine rather than an assistant professor of psychiatry and of medicine)

III. Faculty Policies

A. Jeanne Walther
Category: Leave Policies

At Georgetown we are in the process of defining vacation and sick leave for medical school faculty. I would appreciate any advice you could share with us. If you have a vacation leave policy, I would appreciate a copy.

B. Bryan Pyles
Category: Contracts

I have been asked to compare the Medical College of Ohio's faculty appointment/contract practices with other medical schools. I would appreciate it if you could answer the following four questions.

1. Are your faculty appointed for one-year periods, and renewed annually, or multi-year?
2. If you use multi-year appointments, what event automatically requires a new appointment/contract (e.g. promotion, tenure, salary change, etc.)?
3. If faculty receive multi-year appointments, what is the typical length?
4. Are tenured faculty appointments different than non-tenured faculty appointments?

C. Harry Adams, M.D.
Category: Mentoring

The Division of Faculty Development at East Carolina University School of Medicine is exploring the possibility of developing a Mentorship Program in which trained and interested senior faculty members act as one-on-one mentors for junior faculty in an effort to assist them in their academic development and progress.

Do any of you have successful Mentoring Programs about which you would be willing to share information with us? In addition, do you have programs in which more senior faculty members are trained to be effective mentors? If so, would you also be willing to provide us with information on that program?

D. Carole Bland, Ph.D.
Category: Tenure

I am a faculty member in the medical school at the University of Minnesota and on a Senate Committee here charged with looking at the use of part time and non-regular (non-tenured) faculty. One of our tasks is to identify principles or guidelines for determining the proportion of a faculty group that should be on tenure. We are seeking a way to balance the need to maintain appropriate institutional financial flexibility while at the same time maintaining a sufficient critical mass of stable faculty and an environment that is attractive to future faculty and that facilitates our primary missions of research and teaching. The principles and proportions may vary depending on the school (e.g. College of Liberal Arts vs professional) and department type (e.g., basic science vs clinical).

Does your university or college have policies or practices with regard to the proportion of faculty who

can be tenured or conversely can be in non-tenured positions? If so, what are they? And are there any stated philosophical, financial, or empirical principles underlying these policies or practices?

E. Vivian Valencia
Category: Clinician-Educator Track

We are contacting you to get some information about your Clinician Educator faculty track. Specifically, we would like to know if faculty members with terminal degrees other than the M.D. are eligible to be Clinician Educators in your medical school.

Before we formulate a proposal to the Faculty Senate we would like to have an idea how many other schools have non-tenure-eligible CE tracks that include PhD providers. In addition, we would be interested in the specific language used in the policies that allow PhDs to be Clinician Educators.

F. Robert Jones, Ph.D.
Category: Compensation

At the 1997 AAMC Conference, "Legal Issues in Faculty Tenure and Compensation," there was a significant discussion about the ability of medical schools to reduce faculty salaries on a selected basis, based on performance. The discussion dealt with both tenured faculty (does tenure prevent a school from reducing a salary and to what extent?) and non-tenured faculty.

Our impression here at the AAMC is that a number of schools in the last few years have reduced the salaries of selected faculty or groups of faculty (not across-the-board cuts). We would be interested in identifying some of you who have done so, for our own understanding and as a basis for referring other schools who may be contemplating such a move.

Please respond to the list or to me personally if your school has had some experience with this and what briefly that experience has been.

G. Kathleen Nelson, M.D.
Category: Part-time on Tenure Track?

We are reviewing our faculty handbook and have been asked to consider a modification of our tenure-earning procedures. At present, our faculty on the tenure-earning track have up to 10 years to achieve tenure. However, the tenure track is a full-time track only, and although faculty can take a "pause" during leaves of absence for health, childbearing/rearing etc., they cannot go on part-time status and remain on the tenure track. Do any of you have in place "models" for part-time faculty to remain in tenure earning situations?

H. Barry Goldstein, Ph.D.
Category: Tenure and Promotion Decisions

I am interested in getting information concerning how your institutions handle promotion and tenure after the Dean has made his/her recommendations. Is there another institutional committee? Does the VP and President just accept the recommendation? If there is an institutional committee what exactly does it review in relation to what the school or college reviewed? What exactly happens?

I. Ron Brooks
Category: Faculty Evaluation Form

I am a member of a task force to redesign our faculty evaluation form so that it contains quantifiable and measurable criteria. I would appreciate receiving a copy of your form if it is in this type format.

J. Kathleen Mazor
Category: Compensation

I have been given the task of doing some preliminary research into faculty compensation models, and would greatly appreciate any information anyone has in this area.

K. Paula Harper
Category: Inclusion of Performance Goals in Contracts

The George Washington University Medical Center is looking at revising its faculty contracts to include information pertaining to performance goals and expectations. This will primarily affect the clinical faculty but may be applied in some manner to basic science and non-MD faculty as well.

L. Bryan Pyles
Category: Joint Appointments

Does your institution have a policy or practice which requires the academic rank of a joint appointment to always be equivalent to the academic rank in the primary appointment? If so, is a promotion in the primary appointment always applied to a joint appointment?

M. Donald Nutter, M.D.
Category: "Rolling Term" Contracts

Northwestern is interested in the experience of other medical schools with the use of "rolling term" appointments or contracts for senior, non-tenure faculty. Items of special interest include: 1] financial obligations, and who bears responsibility for these obligations, in the contract; 2] faculty obligations in the contract; and 3] the school and the faculties response to the use of rolling contracts.

IV. Faculty Development/Mentoring

V. Tenure Policies

B. M. Currie Category: Criteria and/or Forms for Reviews of Chairs

We are seeking information on criteria used by other medical schools to review department chairs. We would be appreciative of lists of criteria, forms used to collect or organize data, and comments.

C. Kathleen Robbins, J.D.
Category: Appointment of Division Directors

I am interested to know whether your schools have written policies regarding division (not department) directors. In our college, division directors are appointed by Dept chairs and serve at their pleasure. I would appreciate receiving copies of any policies you may have.

P. Peter Reich
Category: Software to Build Faculty Database

Greetings from Boston University School of Medicine. This query concerns our faculty database...For nearly ten years we have been using a custom program on DataEase to track appointments, promotions, faculty status, and LCME-related data.

We now contemplate upgrading to a more modern system and would be curious to know if other medical schools have had good experiences with any particular software programs, off-the-shelf or custom.

Q. Jeanne Walther
Category: Appointment

R. Linda Pike, Ph.D.
Category: Advisory Committee for Office of Faculty Affairs

I have been asked to chair an advisory committee for our newly established office of faculty affairs. I would be interested in knowing what the mission/role of such committees has been at other institutions and how they fit within the structure of the office of faculty affairs.

S. Susan Ellis, Ed.S.
Category: Mentoring

Recently there has been an effort made here to begin a mentoring/ed leadership/professional development office for our faculty. I would appreciate info any of you with these types of programs could provide for me.

T. Kelly Hester, Ph.D.
Category: Endowed Chairs

We have recently completed development of a process for the appointment and review of endowed chairs at our institution. This includes definition of search committee and review committee make-up and responsibilities. However, if a negative decision is the recommendation of the review committee we have not determined the process for appeal of that decision. We envision three outcomes:(1) acceptance of the recommendation and loss of the honorific title, (2) return the recommendation to the committee with additional information for reconsideration, or(3) development of a plan for possible retention of chair status within a defined time period(retain title, but under probationary conditions). Are there any established procedures for appeal of a negative decision at your institutions? If so are you willing to share them?

U. Vicki Mulhern
Category: Volunteer Faculty

The University of Pennsylvania School of Medicine is examining faculty tracks. At this time, we are focusing on voluntary faculty. Please respond with any information you may have regarding voluntary faculty at your institution, including information such as duties and responsibilities, qualifications for appointment/promotion, etc.

V. Bryan Pyles
Category: Part-time Faculty and Tenure

Are part-time faculty members eligible for tenure at your institution? If so, what are the eligibility criteria and requirements?

W. Susan Ellis, Ed.S.
Category: Teaching Portfolios

Are any of you successfully using teaching dossiers/portfolios in the P&T process? If so, I'd like to hear more about how you're accomplishing this.

X. Candy Norman
Category: Needs Assessment

I recently began working at the University of Kentucky as Coordinator for Center for Excellence in Medical Education. CEME is largely dedicated to faculty development. I would like to send out a needs assessment survey to faculty to find out their wants and needs for faculty development. Has anyone done this? I welcome and appreciate your help, input, and suggestions.

Y. Kathleen Sheehan

I would like to know if any of the Medical Schools have Faculty with full-time appointments (not part-time, adjunct, clinical or volunteers) that hold the title Professor, Associate Professor, etc. at the Med Sch, but also have an employment arrangement outside the purview of the Med Sch, University, or an Affiliated entity of the College or University? If you do have such faculty, are your contractual arrangements with these faculty different from the faculty you employ full-time?

Z. Mary Russell
Category: Financial Meaning of Tenure

The Medical College of Wisconsin currently has a faculty committee exploring whether an explicit financial definition of tenure should be articulated, and if so, what it would be. I know that the acquisition of tenure provides full or partial financial guarantees to basic science and clinical faculty at many medical schools. For those schools which guarantee a portion of total compensation, and further define this as either a fixed dollar amount, or relative to some internal or external standard, I'm interested in knowing specifically how you determine the amount, and what you use as or how you define those standards.

Examples might be mean salary of faculty at equivalent rank within institution, or some stated % of the AAMC compensation mean for rank.

B. Jeanne Walther
Category: Leave Policies

At Georgetown we are in the process of defining vacation and sick leave for medical school faculty. I would appreciate any advice you could share with us. If you have a vacation leave policy, I would appreciate a copy.

VI. Department Chairs

A. Claudia Adkison
Category: Departmental Chair Performance Goals

I would appreciate information on the policies/procedures that you follow at your medical school

for the performance evaluation of departmental chairs.

If you have a written policy or procedure, I would greatly appreciate receiving a copy.

In addition to the criteria and the process you use (including frequency, how the information is gathered, accountability aspects, etc.), I would like to know whether your chairs are also evaluated, either separately or in combination with the school's evaluation, for their performance in the practice plan (for example, on the basis of well they manage their operation in fiscal matters, patient services, personnel matters, etc.). If so, information on how this is accomplished would be helpful.

Finally, I would appreciate "advisory" comments any of you care to make. Please call if that would be an easier way to respond. For example, a close and trusting relationship between the Dean and the Chairs certainly is an advantage in running a medical school! How did you overcome the predictable first response from the Chairs to a more formalized process?

AA. Carole DeMack
Category: Incentives for Basic Science Faculty

I would be very interested in hearing from anyone who has an incentive program in place for basic science faculty. We are beginning to look at mechanisms for incenting faculty to increase their salary recoveries from grants and contracts. Our basic science faculty are on 12 month contracts, as opposed to 9 month contracts with the opportunity for summer salary.

BB. Robert D'Augustine
Category: Salaries for Basic Science Faculty

We are looking at means of compensating basic science faculty who are able to command much higher salaries than our typical professor. To that end we are considering using incentive pay (payments for meeting certain performance benchmarks that are computed annually) and at-risk pay (portions of salaries that can be reduced or eliminated in performance doesn't reach a certain level).

- 1) Do any of you have existing incentive or at-risk pay practices for your basic science faculty in general or for your most highly paid basic science faculty?
- 2) Approximately what is the highest guaranteed salary paid to a basic science faculty member at your school?

CC. Susan Johnson
Category: Contributions by Emeritus Faculty [Policy/Management]

The University of Iowa is initiating a program to more fully involve emeritus (retired) faculty members in various University activities. We are interested in doing this at the College of Medicine level as well, and we wonder if there are other schools with formal programs, etc for this group of folks.

DD. Janis Letourneau

Category: New Assistant Professor Appointments

Have any of your schools of medicine moved to appointing all new clinical assistant professors (or all faculty for that matter) to non-tenure tracks? Please advise. Thank you for your help.

EE. Allan Levy

Category: Appointment/Promotion Procedures for Non-salaried Faculty...How do you do it?

I am requesting information relating to the review procedures for appointment and promotion of non-salaried clinical faculty at your institutions.

GG. Victoria A. Mulhern

Category: Professional Development Initiatives

We are interested in implementing professional development initiatives for our junior faculty. Please let me know if you have a model in place and if there is information (hard copy, website, etc) you can share?

HH. Dan Anker

Category: Tenure criteria for "Team Players"

For award of tenure, we currently require (among other things) independent leadership of a sustained research program, national recognition, and evidence that the candidate will be successful in maintaining external funding for the program (best indicated by renewed award of funding as a Principal Investigator).

These criteria place program project participants, biostatisticians, and other "team players" at a disadvantage, since their work as group members but not leaders leaves them short of the standard. Some feel that the tenure and promotion criteria should be modified to permit at least the most valuable of these team players to be awarded tenure under the rules.

Has any medical school introduced special or modified standards for award of tenure or promotion of team players as opposed to traditional independent researchers? Have any faculty affairs leaders been through this battle? Can you provide advice, sample text, or other guidance?

II. Dr. Ben Blivaiss

Category: Various Tenure Questions

We are interested in getting information as to your experience with:

- 1) Tenure programs other than full salary until retirement
- 2) Retirement encouraging plans for tenured faculty
- 3) "Rolling tenure" and
- 4) Post tenure review

JJ. Lynn Cornelius, M.D

Category: Pay Equity Models

I am interested in any models that have been used successfully at Medical Schools to evaluate:

1. Gender pay equity.
2. Faculty turnover analysis, i.e., the cost of replacing faculty.

- KK. K. Sazama
Category: On-line Support Promotion Review Committees

We are interested in exploring the feasibility of moving to an entirely on-line (read "paperless") system for our promotion and tenure committee members to access faculty information before and during their face-to-face deliberations. We are not considering replacing the face-to-face sessions. We just want to provide the faculty data (c.v.'s, chairman's letter, letters of reference, etc.) and agenda information entirely on line.

Is anyone using an entirely electronic process to support review of faculty documents to make promotion and/or tenure decisions? If so, are you using a commercially available software, or is your institution willing to make your system available to another institution?

IV. Faculty Crossroads/Mid-career/Retirement

- A. Jeanne Walther
Category: Exit Interviews

We are looking at some mentoring issues and would like to ask faculty who leave Georgetown, why they are leaving. Do any of your institutions have a questionnaire or exit interview for faculty who are leaving?

- B. Timothy Van Susteren
Category: Exit Interviews

At the University of Florida we are also working on a mentorship program and have identified "exit interviews" as an important source of information. I would appreciate receiving information on this topic also.

- C. Katherine M. Hart
Category: Sabbaticals

The University of Illinois is developing a policy on how to handle the clinical component of clinical faculty members' salaries when they go on sabbatical leave. Have any of you dealt with this issue? Do you have written procedures or guidelines?

- D. Candy Norman
Category: Standardized CV

Do any schools use a standardized curriculum vitae for faculty? Is the standardized CV generated from a faculty database?

- A. Carole DeMack
Incoming and Departing Faculty

I would be interested in learning from you regarding the following:

- 1) Do you have an institutional policy which defines the advance notice faculty members must

provide when they expect to resign their faculty position? At this institution we have had an unwritten expectation that at least 30 days of advance notice should be given, but frequently that has not been the faculty members' practice.

2) Do you have an institutional policy that requires a written letter of resignation before grants, equipment, etc. can be considered for transfer to a faculty member's new institution?

3) Do you have a mechanism in place to ensure faculty who leave finalize arrangements before their termination date. For example, transferring approved protocols to other faculty at the home institution; making arrangements for research animals, hazardous materials, students, postdocs, patients, course teaching, etc.

4) Do you have an administrative system that kicks in as a new faculty member is being recruited to your institution so that research grants, related protocols, etc. are in place at the new institution by the time the new recruit commences employment?

5) Have you identified any effective incentives for departments and new/terminating faculty to finalize arrangements such as those described above -- so everything is in place sooner rather than later?

B. Dr. Ben Blivaiss
Category: Retirement of Tenured Faculty

We are interested in plans used to retire tenured faculty who are no longer productive.

VII. Other

A. Paula Harper
Category: Self-standing Clinical Practice

We are investigating the possibility (including all pros and cons) of spinning off our clinical group practice to a free standing entity. I would be interested in receiving information from any institution that has already completed such an endeavor or is contemplating it.

- Do all of your physicians retain faculty appointments? Are they employees of the University or the practice?

- How did you address the academic issues of non-tenure and tenure appointments?

- Is there any financial guarantee from the school to the individual faculty?

- Do you operate with a one or two paycheck system? How did you arrive at your decision to operate with either system?

- How do you manage the research enterprise?