

## **Guidelines for Part time Faculty employment at UMMS/UMMMG**

**Purpose:** The goal of establishing part time employment guidelines is to provide a summary of certain key elements and considerations that may inform decisions on requests by faculty for part-time employment at the University of Massachusetts Medical School (UMMS) and UMass Memorial Medical Group (UMMMG). These guidelines also provide a process for decision-making and monitoring.

### **Background:**

Flexible work options are important tools that respond to the changing demographics, related life demands, and career aspirations that are redefining the traditional model of an academic career. The availability of part time effort is one mechanism to respond to these changes that can attract and retain the high quality faculty needed to grow and sustain UMMS/UMMMG. There are many reasons to consider a reduction in work effort. Examples include: family support responsibilities, other personal circumstances, academic career opportunities outside the institution, or a desire to phase into retirement.

### **Intent:**

The institutional assumption is that a faculty member works full time unless he or she has been hired on a less than full time basis. Reduction from full time effort to part time effort may be implemented if there is mutual agreement and approval by the Chair or Chair equivalent\* (unless required under applicable laws or regulations). The viability of a request for part time employment rests in ensuring that all issues that affect the department, the organizations (UMMS and UMMMG), and the individual are considered. These guidelines are intended to assist the faculty member and the department in assessing whether their current employment is potentially appropriate for part time status by setting forth certain key elements and considerations that may impact decisions regarding such requests. Requests for reduction in work effort should be reviewed and decided with the goal of achieving a balance between supporting faculty work flexibility and safeguarding departmental needs and objectives.

Decisions on requests for part time employment are guided by, but not solely limited to, the considerations described below. Financial, academic, and clinical coverage circumstances change over time and with the number of part time faculty, leading to different responses to grant requests over time. In addition, new part time positions and appointments must continue to be approved through existing processes of UMMMG and UMMS.

### **Eligibility:**

*All faculty members of UMMS/UMMMG are eligible for consideration of a request to move to part time status. Under certain circumstances, the request may be reviewed concurrently according to the Family and Medical Leave Act (FMLA) Policy and the Americans with Disabilities Act (ADA) Policy of the respective organization.*

**Considerations:**

1. *Ability to meet mission expectations:*
  - a. Faculty member is presently in good standing within the academic educational, clinical, and research missions of UMMS/ UMMMGM.
  - b. Faculty member shows promise to continue to meet mission expectations in a part time position.
  
2. *Individual/Departmental/ Organizational Financial Circumstances* can accommodate the request.  
Elements to be considered:
  - a. Relative Value Unit (RVU) generation/clinical contracts/research grants and salary support.
  - b. The impact of the part time faculty member on attracting and generating income that is captured by other programs, faculty members, or enhanced referrals to a group.
  - c. Fixed cost burden: Costs in overhead that don't vary with reduced effort including benefits, malpractice insurance expense, and space costs.
  - d. Incremental costs: Increases/Decreases in staffing support, basic supplies.
  - e. Costs that may be averted. Potential impact on retention and morale if request granted or if not that might impact loss of other faculty, cost of recruitment of new faculty, etc.
  - f. Impact on organizational finances (UMMS and UMMMGM).
  - g. Implication for individual faculty benefits at part time status.
  
3. *Clinical Responsibilities:* the needs of the division/department for coverage of clinical responsibilities can be fulfilled.
  - a. Members of the division/department involved accept the call schedule and clinical coverage resulting from approval of such a request.
  - b. Availability of clinic and operating room time (as pertinent to clinical duties).
  
4. *Research Responsibilities:*
  - a. Funding or required effort for research needs is covered.
  - b. Supervision of laboratory personnel and trainees (graduate students and post doctorate) is adequate.
  
5. *Administrative and Service Responsibilities:* the administrative and service responsibilities of the individual or the position are adequately covered.

6. *Teaching Responsibilities*: the teaching responsibilities of the individual or the position are adequately covered.
7. *Length of time* for proposed reduction in effort and its impact on all elements prior.

NOTE: Given these considerations, it is likely that availability of part time will vary by department, by division, and over time.

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### **PROCESS for Part time Application and Decision Making:**

1. Faculty submits a written request to Department Chair or Chair-equivalent\* describing the proposed reduction in effort and allocation of effort across academic, administrative, and clinical (with coverage needs if applicable).
2. Faculty member and Department Chair\* meet to review request, options, and considerations pertinent to moving to part time status.
3. The Chair\* sends the proposal and a copy of the allocation of effort for part-time status to the Medical Group Administration and/or Vice Provost for Faculty Affairs (VPFA) for consultation and tracking purposes.
4. The Chair's\* decision, after considering review and input from the Medical Group Administration and/or VPFA, is final, and there is no appeal.
5. The appropriate payroll form is completed to document changes in FTE employment status following established procedures.
6. As is true of all faculty positions, part time positions are reviewed annually by the Chair\* in order to insure the success of the faculty and the Department, and are subject to modification or withdrawal.
7. The institutional assumption is that a faculty member serves full time unless he or she has been hired on or changed to a less than full-time basis. If a change from the agreed upon part time effort is desired by the faculty member, including return to full time effort, the faculty member would submit a written request to the Department Chair\* and the subsequent review would be initiated utilizing the same considerations and process defined above.

\*Chair-Equivalent: Such as Center, Program or Institute Director

## **Appendix A: Considerations for Allocation of Effort for Part time faculty:**

As noted in the Guidelines, the academic needs of the faculty member serving in part time positions and the ability to continue to progress academically is important. *With that in mind, the following considerations are worthy of discussion and clarification when deciding the specific allocation of part-time effort across the missions:*

- **Academic Considerations:** The purpose of faculty is to support the institutions' missions: teaching, research, clinical, and service. Appropriate inclusion of academic time and potential for promotion within a part-time FTE allocation and expected outcomes should be discussed.
- **Administrative Considerations:** For clinically based faculty, all administrative requirements accompanying clinical care should be factored into the time and effort determination.
- **Clinical Coverage Considerations:** The work demands (call and inpatient coverage) of the relevant division and department are critical elements of part time employment considerations. There is no one allocation rule that can cover the wide variety of coverage needs and call schedules for all Divisions and Departments.