

College of Medicine Faculty Workload  
Internal Medicine Policy

**Total workload:** The Department Chair has the responsibility and authority to assign faculty workloads to fulfill departmental and college missions. The expected minimum number of hours worked per week for ETSU full-time faculty members is 37.5 hours. Faculty members involved in providing patient care services through MEAC or other settings should have an expectation of working more than this based on the clinical service demands. Workload should reflect the full-time equivalent status of the faculty member, and will differ among various subspecialties within Internal Medicine. The Department of Internal Medicine includes faculty who are physicians and others who are not. Most physicians who are engaged in clinical practice perform a variety of activities related to patient care. These duties go beyond face-to-face interactions with patients or clinical procedures, but include follow-up of test results, meticulous regulation-driven documentation, discussions of diagnostic and therapeutic options with colleagues, supervision of staff and other providers, night call, and nighttime and weekend services to patients.

Compensation of faculty in Internal Medicine is based on a number of factors, the most important of which is potential revenue generation. Academic rank may have little impact on total salary. Various subspecialties have very different market-determined incomes, with some subspecialty physicians that perform challenging procedures earning much more than others who are designated non-procedure or cognitive subspecialties. Third party payers (i.e., Medicare, Medicaid and insurance companies) usually pay more for services delivered to hospitalized patients than for similar services to outpatients. Many, but not all, internal medicine subspecialty physicians are expected to be available nights and weekends to provide their expert procedures and services. Under the physician compensation plan for ETSU Physicians and Associates, most of the patient services rendered generate income for the physician and the practice. Full-time VA faculty are salaried and do not have an incentive plan. The average physician annual income information by specialty and subspecialty is widely available and the data show that academic physicians earn modestly lower income than private practicing doctors. Academic salaries and potential revenue generation are generally tied to these income data, specific to a region, i.e. Southeastern United States. At Quillen, most income for physicians is generated from services to patients, and a variable portion comes from the state-provided budget to the school. The state portion of faculty salaries is intended to compensate for non-income-generating activities which contribute to the institutional missions, including but not limited to education, administration, scholarship, and project development.

**Leave:** Faculty members are expected to take leave time when any regular duties must be canceled for personal purposes. If a faculty member is in the local area (within 50 miles of campus), with no assigned duties on a regularly scheduled university work day, and is available to participate in administrative or other activities as needed, leave is not required. If a faculty member has no assigned duties but is out of the local area and not available to participate in administrative/other activities on a regularly scheduled university work day, leave should be taken. This includes those situations in which a work schedule involves working a demanding schedule for a period of time followed by a period of time with no assigned duties. Faculty members are expected to complete a written leave request to be approved by their supervisor in advance of their planned leave.

**Work location:** In general faculty members will be expected to perform more than 75% of their work in their approved office, lab, practice location, or teaching site. Exceptions occurring on a regular basis should be documented in a written plan with the department chair.

College of Medicine Faculty Workload  
Internal Medicine Policy

**Teaching time:** Additional time beyond direct contact time is necessary for teaching preparation and meetings with students. Development of new teaching methodologies or content may require more time and will be negotiated prospectively between the chair and faculty member. Determination of time needed for development of new online courses will be negotiated prospectively between the chair and faculty member. More effort is required for course administration by course directors beyond the hours they teach and the amount of time required will be negotiated prospectively between the chair and faculty member. Input from the Executive Associate Dean for Academic and Faculty Affairs may be useful in making these determinations in selected cases. Teaching in a patient care setting for which a faculty member is billing for patient care services may be included in teaching time determinations but the time should be only for that part spent teaching and not for the time otherwise needed for patient care. Similarly, teaching in a research setting in which the faculty member is actively engaged in research will be credited for the amount of time actually spent teaching and not for the time otherwise needed to conduct the research. Service as a clerkship director for a required clerkship generally represents a 20-25% time commitment.

**Teaching assignments:** While faculty members and chairs should work collegially regarding specific teaching assignments, chairs have a responsibility to insure all required curricular content is addressed. Chairs have the authority to assign faculty to teach in any subject area for which they are qualified by their terminal degree, certification, or other demonstrated expertise. Assigning faculty members to teach specific content areas does not represent infringement of a faculty member's academic freedom. Faculty members involved in teaching will support departmental activities necessary to maintain appropriate institutional accreditation and maintain expected standards for quality and content.

**Research time:** Will be negotiated with the chair on an annual basis. Generally, higher levels of research time should be associated with higher demonstrated research productivity. Faculty members with 50% or more of time committed to research should demonstrate research output such as peer reviewed publications, grants submitted, and grants funded. Faculty members with a high level of research time who fail to demonstrate such productivity may have their percent research effort reduced. Ideally faculty members with a high level of research time should fund a meaningful portion of their salary from research grants. Faculty members involved in research will support departmental activities necessary to maintain appropriate institutional accreditation.

**Service activities:** Should provide tangible benefit to both the university and the community. This benefit may include the opportunity for the faculty member to practice in their area of expertise, meet a community need, advance the reputation of the university in the community, or provide learning opportunities. When appropriate, those with high levels of commitment to service should generate revenue related to this service through grants and/or contracts. Service on committees and regulatory bodies (i.e. the Faculty Senate) for ETSU or the College of Medicine, and serving on committees of our community hospital partners are examples of service commitments of high value that are not tied to revenue generation.

**Clinical care:** In general the percentage of time spent in clinical care will be negotiated annually by the chair and faculty member. The clinical care time commitment for those involved in clinical care on average should not be less than 10%. As faculty members may provide clinical care in settings not under the control of the university, circumstances may change related to such practice settings which are beyond the control of the faculty member and the chair. These changes may impact other aspects of clinical care and require changes in time allocation. Unpredictable changes (departures, illness, etc.)

College of Medicine Faculty Workload  
Internal Medicine Policy

related to faculty staffing may require changes in the workload for other faculty members to cover patient care and other departmental commitments. Faculty members involved in clinical care will support departmental activities necessary to maintain appropriate institutional accreditation.

**Individual Faculty Workload:** Individual faculty workloads shall be developed by the faculty member and his/her chair working within the guidelines set by the department. Faculty workload will be updated each year during the FAP/FAR/FAE review process. The proposed workload shall be stated in writing in the faculty activity plan (FAP) and signed by the faculty member, the chair and the dean. Administrative appointments within the Department, such as Division Chief or Clerkship Director, are at the discretion of the Chair. Work assignments may be changed by the Chair when the mission of the Department is better served by realigning the skills and effort of a faculty member. For those Internal Medicine faculty with joint appointments between Quillen College of Medicine and the Veterans Affairs Medical Center, the Chair has authority to assign duties for the non-VA time, but not the VA portion of the faculty member's time.

**Workload Review and Appeals Process:** If a faculty member and his/her chair cannot agree upon an appropriate workload, the faculty member may submit a request for resolution of the disagreement to the Department Workload Review Committee. If the disagreement cannot be resolved by the Department Workload Review Committee, the faculty member may submit the disagreement to the College Workload Review Committee. If the disagreement cannot be resolved by the College Workload Review Committee, the faculty member will be advised to consult with the Faculty Senate Concerns and Grievance Committee and file a complaint or grievance against the Chairman according to procedures developed by ETSU and the TBR.

## College of Medicine Faculty Workload Internal Medicine Policy

From Faculty Handbook, Section 2

### **Faculty Workload**

Faculty appointments are governed by Tennessee Board of Regents Policy No. 5:01:00:00, and TBR Guideline A-052, which address, among other subjects, the length of the work week, holding office hours, and non-instructional assigned time. Although the traditional classification of faculty workload is in terms of teaching, research and service, this simple breakdown does not capture well the complexity of faculty activities in a modern university. Instruction takes many forms; research, scholarship and creative activity are highly dependent on the nature of the discipline; and university, professional and community service and outreach defy uniform classification across disciplines. In many instances, activities can be considered as falling within two or even three of these categories. Determining an appropriate workload for an individual faculty member that will prepare him/her for tenure and/or promotion, and lead him/her to make meaningful contributions to the university requires consideration of each of the above, as well as the particular strengths and interests of that individual within the context of departmental, college and university needs. It is evident that a uniform approach to determining faculty workload across the university, within a college, or even within a department or academic program, will rarely be productive.

### **Departmental Workload Policy**

Each department or equivalent administrative unit shall develop a faculty workload policy that addresses the university's mission and goals, as well as those of the college, department and, where applicable, the appropriate accrediting or approval body. The policy shall be decided by all departmental faculty to whom it will apply, and it should involve sufficient flexibility that it would allow the department to draw upon each faculty member's unique ability to contribute. Each departmental faculty workload policy shall be approved by the appropriate dean and vice-president. Departmental workload policies shall be reviewed by the departmental faculty at least once every five years and be re-affirmed or revised as appropriate to the department. The departmental workload policy shall be made available to all faculty members within the department to whom it pertains.

The policy shall include a clearly delineated appeals process. Each college shall establish a workload review committee, to which appeals may be addressed; this committee shall make recommendations for resolution to the dean. It is recommended that each department also establish such a committee in order to seek to resolve disputes at the department level.

Individual faculty workloads should be developed by the faculty member and his/her chair working within the guidelines set by the department. The proposed workload should be stated in writing and signed by the faculty member, the chair and the dean. Individual workloads should be set annually for untenured faculty, who receive annual contracts. For tenured faculty, individual workloads should be established for a typical period of three to five years. However, since each faculty member is evaluated annually and new opportunities may become available in the areas of teaching, research/scholarship and/or service, faculty workloads may be subject to review and adjustment as reasonable and necessary. The appropriate time of year to establish individual faculty workloads should be determined at the department level, bearing in mind such matters as deadlines for submission of teaching schedules, periods of service on boards or committees, or grant submission deadlines.

### **Workload Review**

If a faculty member and his/her chair cannot agree upon an appropriate workload, the faculty member may submit a request for resolution, as outlined in the departmental workload policy appeals process. He/She should submit the request to the departmental review committee, if such a committee has been established. If a departmental committee has not been established, or the faculty member is not satisfied with the response of the departmental committee, he/she should forward the request to the college workload review committee. This committee will make a recommendation to the dean, who will inform the faculty member and the chair of his/her decision. If the faculty member is not satisfied with the dean's decision,

College of Medicine Faculty Workload  
Internal Medicine Policy

he/she may seek guidance from a Faculty Senate Procedural Consultant and, if appropriate, file a complaint or grievance through appropriate channels.

**Workload Limits and Overloads**

The agreed upon faculty workload will normally set limits on the expected activities of a faculty member. In rare instances, a faculty member may be asked to assume an additional responsibility, for example, to teach an additional course. In such circumstances the faculty member may qualify for overload pay. All overloads must be documented and agreed to by the faculty member, his/her chair and the dean, and recommended in advance by the Provost and approved by the President. Overload pay should be based on the rate set by the Tennessee Board of Regents.

09/25/79; 03/15/91; 12/11/08