

REPORT OF THE ACADEMIC HEALTH CENTER NON-PAID APPOINTMENTS TASK FORCE

December 2008

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EXECUTIVE SUMMARY

OVERVIEW

Drs. Frank B. Cerra, Senior Vice President for Health Sciences; and Carol Carrier, Vice President of Human Resources, charged the Academic Health Center Non-Paid Appointments Task Force in March 2008. Between March and December 2008, Task Force members, which includes the AHC Assistant Vice President for Education and the AHC Director of Human Resources (co-chairs), one faculty and one human resources representative from each AHC school, and one University human resources staff person, deliberated regarding two specific charges: the current status of practices and issues with non-paid appointments; and the development of a taxonomy of types of non-paid appointments.

CHARGE 1: DOCUMENT THE CURRENT STATUS OF PRACTICES AND ISSUES WITH NON-PAID FACULTY APPOINTMENTS

Task Force discussions revealed a number of common themes across the AHC schools regarding current practices related to non-paid appointments. What differed, however, was how specific processes and criteria related to these appointments were adopted and implemented. The identified common themes included:

- Appointment process used
- Faculty terminology, roles, and responsibilities
- Technology and appointment tracking issues
- Importance and recognition of non-paid faculty

CHARGE 2: DEVELOP A TAXONOMY OF TYPES OF NON-PAID FACULTY APPOINTMENTS AVAILABLE BASED ON THEIR QUALIFICATIONS, LEVEL, AND INTENSITY OF SERVICE

The complexity of issues related to the appointment of non-paid faculty presented an opportunity to develop a standard taxonomy to be applied across the AHC schools. The Task Force made five recommendations related to the development of this taxonomy:

- Non-paid individuals who provide significant and consistent expertise and continuous service to the University earn the title of “faculty member.”
- The use of the word “non-paid” faculty is accurate to describe individuals who are not monetarily paid by the University. For clarity purposes, the Task Force recommends that this category of faculty be defined broadly using the term “community-based faculty” to indicate accurately their WOS status as external to the University.
- The decision to appoint community-based faculty resides in the schools and is the responsibility of the Dean.
- AHC schools should officially enter non-paid faculty appointments into the University PeopleSoft HR system to formally track appointments and to permit access to standard University benefits, including e-mail and library access.

- Community-based faculty members should be referred to as “adjunct faculty” of the University.

The Task Force recommends that each AHC college develop an individualized plan, to be submitted to the Senior Vice President for Health Sciences, for managing non-paid faculty appointments. This plan should follow the following considerations:

- Definitions of minimum qualifications for non-paid faculty
- Identification of data needs and information systems necessary to manage non-paid appointments
- Identification of strategies to maintain and improve communications regarding non-paid faculty
- Definition of non-monetary rewards and recognition guidelines
- Definition of minimum standards to support non-paid faculty as educators, researchers, and service providers
- Define other related privileges and expectations

OPPORTUNITIES FOR FURTHER DISCUSSION

The Task Force recommends that continuing conversations and perhaps formal structures be created to continue the dialogue that was started with the creation of this Task Force. Specific items that warrant additional discussion include the costs associated with non-paid appointments as they relate to the University cost pool, support for schools in developing individualized community-based faculty plans, and the possibility of cost savings and improved service and efficiencies that may occur with the implementation of various AHC-wide initiatives, such as a Web site and recognition event, as well as other opportunities to support non-paid faculty as educators, researchers, and service providers.

INTRODUCTION

Drs. Frank B. Cerra, Senior Vice President for Health Sciences; and Carol Carrier, Vice President of Human Resources charged the Academic Health Center Task Force on Non-Paid Appointments in March 2008. The charge to the Task Force was to develop specific principles and recommendations for a comprehensive AHC-wide system that will clearly define specifically how non-paid faculty are appointed and the relationship with the Academic Health Center schools. A copy of the March 7, 2008 charge letter to the committee is located in Appendix A.

The Task Force was asked to incorporate the following key areas:

1. Document the current status of practices and issues with non-paid appointments.
2. Develop a taxonomy of the types of non-paid appointments available to individuals based on their qualifications, level, and intensity of service.

In addition, the Task Force was requested to address the following considerations:

1. Minimum expectations and guidelines for appointment as a non-paid faculty member, such as minimum standards, how to maintain appointment, and appropriate appointment length.
2. Definition of minimum qualifications for non-paid faculty to obtain and maintain non-paid appointment status across the AHC schools.
3. Identification of data needs and information systems necessary to manage non-paid appointments across the AHC schools.
4. Analysis of the impact of a change in the amount of cost pool funds collected as it correlates to a change in the number of non-paid appointments and alternate sources of funding to support central services.
5. Identification of strategies to maintain and improve communications between AHC schools and non-paid faculty.
6. Definition of non-monetary rewards and recognition guidelines to support the retention and continuous professional development of non-paid faculty across the state.
7. Definition of minimum standards to successfully support non-paid faculty in their role as educators.

This report outlines the current status and key issues related to non-paid appointments within the AHC schools, and prioritizes action steps. Specific attention is focused on:

1. The context of current issues related to non-paid appointments across the AHC schools.
2. Recommendations related to AHC non-paid faculty appointments, including non-paid appointment naming, appointment criteria and parameters, and communication with, and recognition of non-paid faculty.
3. Recommendations related to the roles and responsibilities of non-paid faculty.

CONTEXT OF ISSUE

Task Force meetings provided members an opportunity to share current practices related to the appointment and recognition of non-paid faculty. Table 1 includes information submitted by Task Force representatives regarding the current rewards and recognition practices, minimum qualifications, thresholds for service, and appointment processes of each AHC school.

During Task Force deliberations, faculty and human resource representatives from the AHC schools described different and widely variant procedures and systems in place for identifying, appointing, promoting, recognizing, and rewarding affiliated non-paid individuals. These systems range from formal appointments in the University system as without salary (WOS)/ non-paid faculty to informal associations with the University in a mentor/preceptor/teaching/ advising role handled at the department and school level. For those individuals who are formally appointed as non-paid faculty and entered officially in PeopleSoft, the University human resource data system; benefits including e-mail access, library and related resources are automatically provided by the University. For those individuals with informal associations, and no University-level tracking; no formal University benefits are provided. As a result, the ability of the schools to identify, communicate with, and support their non-paid faculty is equally variable and often described as ineffective.

With the implementation of the new University budget model, AHC schools assumed significant annual costs when formally appointing non-paid faculty. In FY09, the costs allocable to schools for each non-paid faculty registered in PeopleSoft, are \$2,008/FTE (\$880 for information technology and \$1,128 for library services). As of March 26, 2007, there were 5,120 documented WOS appointments at the University of Minnesota; 4,566 of those appointments were in the AHC (an annual cost of \$9,168,528 to the schools).

Non-paid faculty are essential members of the team providing quality educational experiences for health professional students, both in the classroom and in the community, while also contributing to the research and service missions of the University. Some accreditation agencies in the health sciences require formal appointments and recognition of this class of faculty. Also, the ability to successfully interact with non-paid appointees across all schools is critical to quality assurance, retention, and support of rewards and recognition, especially considering that non-paid faculty provide these services. Often non-paid faculty members of AHC schools practice in the same physical location and are appointed as University faculty under different titles and practices. Finally, AHC schools should maintain close communication with non-paid appointees who have responsibilities of upholding HIPAA, FERPA, health and safety requirements and other compliance efforts on behalf of the University.

In its deliberations, the Non-Paid Appointments Task Force decided to exclude the Medical School's category of affiliate faculty from the focus of this Task Force. This classification of faculty is employed by and in affiliated health systems such as Hennepin County Medical Center, Regions Hospital and the Veterans Affairs Medical Center, and are "non-paid" or "without salary" in the University.

Affiliated faculty appointments are important to the Medical School for teaching medical students, residents, fellows, and for accreditation purposes in Graduate Medical Education. It was determined, however, that this group has a different relationship with the University than other “non-paid” preceptors in the Medical School and across the AHC.

Since 2006, as a result of University Strategic Positioning, important faculty issues have been addressed. For example, concurrent with the work of this Task Force, University departments and schools are rewriting all promotion and tenure guidelines (7.12 Statements). During the course of this work, in the AHC, three distinct categories of types of faculty members have been identified and need to be reviewed: (1) tenured and tenure-track faculty; (2) non-paid faculty; and (3) “term” faculty as described in the Regents Policy on *Faculty Tenure*. As learned by Task Force members, the latter category is described by various titles within the AHC: term, contract, clinical scholars employed and paid by the Medical School, teaching, professional and administrative (P & A), and non-regular.

Task Force deliberations revealed a complex interface between academic and human resource issues in the University. However, consensus of the Task Force members was reached over time regarding a number of different areas. Other issues, however, may require additional discussion. These issues are addressed in more detail in the report.

MEETINGS OF NON-PAID APPOINTMENTS TASK FORCE

Members of the Non-Paid Appointments Task Force met nine times between May – December, 2008. In addition, the full Task Force divided into two subgroups (human resources and academic personnel), and separately met to discuss issues related to their unique expertise. Specific agenda items over these months included:

1. Discussion of current issues within the AHC schools related to non-paid faculty, including appointment naming, criteria, and processes; non-paid faculty roles and responsibilities; recognition practices of non-paid faculty; and challenges and innovations associated with appointment processes.
2. Discussion with Jim Ballard, University of Kentucky, Director, Community-Based Faculty Program, regarding practices implemented related to the appointment of non-paid faculty at his institution. More detailed information regarding specific discussion items can be found in Appendix B.
3. Recommendations of best practices related to non-paid appointment naming, criteria, and processes; non-paid faculty roles and responsibilities; and recognition practices of non-paid faculty.

CHARGE 1: CURRENT STATUS OF PRACTICES AND ISSUES

In spite of the complexity of the issues surrounding non-paid faculty, Task Force discussions revealed a number of common themes across the AHC schools. What differed, however, were

the specifics related to how these processes and criteria were adopted and implemented. The common themes are:

1. Appointment process

Appointment review. AHC schools each have their own processes in place to appoint and review non-paid appointments. While these processes vary and are more informal than tenure/tenure-track processes, an appointed committee usually handles these faculty appointments at the school or department level.

Appointment types. Across the schools, there is little consistency across the University-wide appointment types used for non-paid faculty. One or more AHC schools currently use nearly all 20+ available human resources appointment types.

Job classifications. Within the AHC, consistent use of the University's job classification system is being used for the professorial ranks.

2. Faculty terminology, roles and responsibilities

Faculty tracks. Each AHC school uses various faculty tracks: (1) clinical/community track; (2) faculty researchers; (3) courtesy affiliation (executive affiliation); and (4) the teaching faculty. How terminology is used, and the expectations widely vary.

Mission. Non-paid faculty participate in all University missions: teaching, research, clinical, and other service. Without question, this category of faculty contribute significantly to the University.

Faculty definitions. University policy documents do not provide an explicit comprehensive definition of faculty. In the Regents Policy on *Faculty Tenure*, descriptions of "regular" and "non-regular" faculty and conditions for appointments are described. Nationally, such terms also vary widely inside and across health professions. Therefore, the term "adjunct" is used differently across the AHC schools.

3. Technology and appointment tracking issues

PeopleSoft entry. AHC schools use the PeopleSoft HR system for a variety of reasons, such as providing e-mail and library access to individuals not otherwise eligible to receive it, and for some accreditation and data collection purposes.

Data accuracy. Initial reviews of non-paid appointment data completed by the staff of AHC schools yielded individuals who had not actively served schools for several years for a variety of reasons, including professional retirement, resignation, and death.

4. Importance and recognition of non-paid faculty

Each AHC school has a solid base of volunteers. Non-Paid Appointments Task Force members agreed that it is crucial to the success of AHC academic programs and the preservation of associations between the AHC and the greater community to acknowledge the importance of relationships individuals with non-paid appointments have to the University. Each AHC college and school currently recognizes non-paid individuals in some way, whether formally or informally.

CHARGE 2: TAXONOMY OF TYPES OF APPOINTMENTS -- RECOMMENDATIONS

The Task Force made five recommendations related to Charge 2, developing a taxonomy of types of appointments of non-paid individuals.

1. The Task Force members agreed that non-paid individuals who provide significant and consistent expertise and continuous service to the University missions earn the title of “faculty member.” While not employed or paid by the University, these individuals should be considered academic staff of the University and be formally recognized for significant service contributions. This category of faculty appointments is considered “term” appointments as identified in the Regents Policy on *Faculty Tenure*.
2. The use of the word “non-paid” faculty is accurate to describe individuals who are not monetarily paid by the University. However, this term is less than desirable to describe these valued colleagues who provide uncompensated service to the University. For clarity purposes, the Task Force recommends that this category of faculty be defined broadly using the term “community-based faculty” to indicate accurately their WOS status as external to the University. Descriptors are found in the Regents Policy on *Faculty Tenure*, Section 2, 3.3 and 3.4 as:
 - (3) “the appointment is designated a clinical appointment because the faculty member is a clinician in the community who gives service to the University part-time.”
 - (5) “the appointment is an adjunct appointment because the faculty member’s primary employment is outside the University [or is in another unit of the University.]”
 - (6) “the appointment extends courtesy faculty rank without salary.”
3. The decision to appoint community-based faculty resides in the schools and is the responsibility of the Dean. Each school should develop a plan for appointment that includes: formal school-specific faculty review and recommendation for appointment to the Dean and formal appointment by the Dean. This appointment should not be made for a period of more than three years. Ideally, the appointment should be reviewed annually but cannot exceed the three-year appointment.
4. AHC schools should officially enter non-paid faculty appointments into the University PeopleSoft HR system to formally track appointments and to permit access to standard University benefits such as e-mail and library access to support their teaching, research, and clinical service to the University.

5. Community-based faculty members should be referred to as “adjunct faculty” of the University. This designation is currently described in the Regents Policy on *Faculty Tenure*, Section 3.4, paragraph 4, as “the appointment is designated an *adjunct* faculty appointment because the faculty member’s primary appointment is outside of the University. . .” The remaining phrase in Section 3.4, paragraph 4 is “or is in another unit of the University.” The Task Force recognizes that this language is confusing. Because interdisciplinary and interprofessional work at the University is encouraged, the use of intra-University appointments across departments and schools is becoming more commonplace. Perhaps a different term such as “joint appointment” is more appropriate to differentiate this group from non-paid faculty external to the University.

Plans for appointing and promoting community-based faculty as assistant, associate, and full professors should be the purview of each AHC school. Development of a school-specific system for appointment and promotion ranks is encouraged. Therefore, the formal titles of faculty should be “adjunct assistant professor,” “adjunct associate professor,” and “adjunct professor.”

Task Force members learned that community-based faculty members are appointed to serve three primary functions and should be coded in the University PeopleSoft HR system to reflect their primary contribution to the University. This coding will permit schools to track the contributions of community-based faculty. These types are as follows:

Adjunct faculty members whose primary responsibilities pertain to service to students through instruction in credit courses on campus or through distance learning are associated with University category *Type A*, Adjunct from Outside the University. A *Type A* appointment is defined as: “An appointment is designated Adjunct from Outside the University (A) when the appointee holds a principal occupation in their [*sic, his/her*] profession outside of the University or is retired from such occupation and is hired primarily to teach credit coursework. (If hired to teach non-credit coursework or provide non-instructional professional service, an appointment type of Z would be used.) These appointments normally should not exceed approximately 20 percent time and are annually renewable.”

Adjunct faculty members who primarily teach students in experiential learning in the faculty member’s clinical practice or community site are associated with appointment *Type U* Clinical. These faculty members are often referred to in the health sciences as “preceptors.” The schools for which clinical practice is a core activity may choose to use the title “adjunct clinical faculty” for this category. A *Type U* appointment is defined as “An appointment is designated Clinical (U) when the appointment is community-based and the appointee holds a principal occupation in their profession outside the University. These appointments normally should not exceed approximately 20 percent time and are annually renewable.”

The Task Force identified significant service to the University in the areas of research and clinical practice that is unpaid by the University. This category of adjunct faculty provides non-instructional professional work and should be identified as *Type Z* which is defined as “Z – Non-Credit Teaching/Other Professional Work.” An appointment is to be given a Non-Credit

Teaching/Other Professional Work (Z) appointment type when the job function required is to teach non-credit courses (e.g., teach a course for the Compleat Scholar Program within the College of Continuing Education) or when the job function required is to provide some form of professional work that is non-instructional (e.g., serve as a resource). (If an individual is appointed to a position in which they would teach both credit, and non-credit courses, the appointment type selected should be the appropriate type for teaching credit coursework.)”

The Task Force identified a fourth category of non-paid individuals who provide valuable service to AHC schools. These individuals may have long-standing and symbolic relationships with schools or are appointed on an annual basis to a board of visitors or school advisory board. Task Force members recognize the value to the school. However, these types of appointments should not be considered academic staff or faculty members. The Task Force recommends that how schools handle these appointments is entirely within the school’s purview. Schools could use the title “Distinguished School/College Fellow” to annually bestow an honor to these individuals. This title should be judiciously used by each AHC school, if at all.

In addition to requesting a taxonomy of appointments for non-paid faculty, Drs. Cerra and Carrier requested that the Task Force develop minimum levels of qualifications, level, and intensity of service. At this time, the Task Force could not come to consensus on this request because the types of service widely varies. The Task Force recommends, therefore, that as a part of an academic personnel plan, schools need to file a plan with the Senior Vice President for Health Sciences how the school will manage community-based faculty appointments. This plan should follow the considerations requested in Drs. Cerra and Carrier’s appointment letter as follows and outlined in Table 1:

Definition of minimum qualifications and thresholds for non-paid faculty

Each AHC school is responsible for establishing appropriate criteria related to minimum thresholds that need to be considered when appointing non-paid faculty related to credentials, licensure, and minimum competencies. Minimum qualifications and requirements related to teaching, research, clinical and other professional service should also be included. As noted, schools should determine appointment and promotion ranks.

Identification of data needs and information systems necessary to manage non-paid appointments

Currently, AHC schools have each been relying some on a varying combination of formal data sources, such as PeopleSoft, and informal, internal data tracking systems. Some schools created formal shadow databases, due to the perception that University-wide data sources did not sufficiently meet their needs. With the reduction of appointment types and a requirement to enter faculty appointments in PeopleSoft HR system for tracking purposes, data and information system needs will be met. The Task Force recommends that AHC schools adopt the Medical School tracking system that extracts data from PeopleSoft to manage this category of faculty.

Identification of strategies to maintain and improve communications regarding non-paid faculty

The Task Force recommends that all community-based faculty members receive a formal appointment letter from the school that includes a certificate of appointment designating the three years (or less) of the term appointment. The Task Force also recommends that an AHC Web site or other common communication location to support community-based faculty be considered. Additionally, the Task Force recommends hosting activities jointly on-campus or other locations to formally update community-based faculty on the University-, Academic Health Center-, and school-specific issues.

The primary communication to community-based faculty members resides in the school. Each AHC school should be responsible for establishing regular communications with community-based faculty. Such communications may include letters, telephone, e-mail, and meetings. If created, the AHC web site is intended to supplement these primary communications from the schools.

Definition of non-monetary rewards and recognition guidelines

As described, community-based faculty will receive access to a University x.500 number, e-mail and library services as a result of their formal appointment as faculty. The Task Force learned anecdotally that these benefits may be rarely used either because these faculty are unaware of these benefits or they have access to and/or are expected to use them in their own place of employment. As University of Minnesota graduates and Alumni Association members, many, if not the majority, already have access to University e-mail.

Each AHC school should develop a reward and recognition plan that includes, but is not limited to, access to University-wide resources and discounts that all faculty who are appointed and entered into PeopleSoft receive. Information regarding non-monetary rewards available for paid and non-paid faculty and staff at the University of Minnesota is listed in Appendix C. Examples of resources distributed by the Medical School to community-based faculty regarding benefits is included in Appendix D. Resources and discounts available to non-paid faculty at the University of Kentucky, which were collected to illustrate best reward and recognition practices, are included in Appendix E.

In addition to school-specific recognition of community-based faculty, the Task Force recommends that the AHC appoint a committee charged with creating AHC-wide recognition events, such as a community-based faculty appreciation day, meetings throughout the state, or other activities, or a common symbol such as a lapel pin indicating service to the University.

Definition of minimum standards to support non-paid faculty as educators, researchers, and service providers

Each school should have a faculty development plan to support faculty to understand specific accreditation requirements, University policy such as conflict of interest, HIPAA and FERPA regulations, as well as support for faculty roles as educators, researchers, and service providers. AHC schools may determine that providing joint programming for faculty development is desirable.

Privileges and expectations

The integrity of the use of the faculty appointment must be retained to uphold the spirit of University policy. Community-based faculty are non-voting faculty members of the University. However, each school should determine specific expectations for community-based faculty to retain the faculty appointment. These should include level of committee or other service to the school. Faculty obligations should include guidance regarding the appropriateness of use of the University affiliation in public venues (e.g., television news; editorials; news articles).

TABLE 1
Proposed School-Specific Non-Paid Community-Based Faculty Plan

Minimum faculty appointment criteria

- Credentials, licensure, competencies
- Mission: teaching, research, clinical, or other
- Criteria for ranks, if used

Appointment process

- Types of appointments (A, U, Z) to achieve school mission and relationship with other faculty types
- Faculty review and recommendation criteria
- Database and tracking system
- Periodic appointment and performance review strategy
- Faculty development plan

Expectations for service

- Minimum service in area of expertise
- Committee or other service
- University compliance
- Other

Communication plan

- Letters and certificates
- Regular communication strategy

Rewards and recognition

- Benefits (e.g., University, continuing education, other functions)

Other Privileges

Analysis of the impact of a change in the amount of cost-pool funds

As previously mentioned, costs associated with the administration of non-paid appointments, such as providing community-based faculty with a X.500 ID, e-mail and library access, are part of the University cost pool. The Task Force deliberated whether a recommendation should be made that because these faculty generally do not use these services, this charge should be eliminated for the schools. At one point, discussion focused on whether these benefits could be “turned off and on” based upon individual faculty use and need. However, the Task Force, with guidance from University staff, determined that this recommendation is not feasible. Additionally, the Task Force recognized that some University resources throughout PeopleSoft and human resource staff are expended to manage this category of faculty.

Regardless of any action regarding this category of faculty, the *total* cost pool cost would not be reduced for the University. Reducing the number of community-based faculty in a given school, therefore, would only move the costs elsewhere in the University. It is imperative that these vital appointments be made judiciously based upon true need for service to the University.

Since implementing the new budget model and during Task Force deliberations, AHC schools did reduce the number of community-based faculty appointments to reflect more appropriate levels of service to schools. The number of these appointments in the Academic Health Center is now approximately 2,800 as compared to 4,566 on March 26, 2007, or nearly a 40% reduction in such appointments. Therefore, shifts in costs throughout the University have already occurred.

Beth Nunnally, Academic Health Center Chief Financial Officer, conducted an analysis of the impact of removing the entire 2,800 remaining community-faculty from the cost pool. If access to library and e-mail / technology services were eliminated for community-based faculty, savings to the AHC could approximate \$4.5M. However, it is emphasized that the University’s costs are not necessarily reduced and, thus, the total University costs would be redistributed across the entire University based on adjusted counts. More detailed data to help in understanding this consideration and how costs might shift is included in Tables 3 and 4.

The Task Force proposes that rather than eliminating the cost entirely that the University administration recognize that these services are not utilized by these faculty as intensely as tenure-track and tenured faculty, “term” University-employed faculty, professional and administrative and civil service staff. Therefore, this cost to schools should be weighted as a group to reflect this reduced use of these services. On the other hand, the Task Force recognizes that a part of the faculty development plan should be focused on education of community-based faculty on using available services.

OPPORTUNITIES FOR STRENGTHENING SUPPORT OF FACULTY

A valuable outcome of the Task Force is the synergy that was created between academic and human resource personnel. Both functions of the University working together are vital to creating optimal and vital academic personnel plans. These recommendations could not have been made without this interface. The Task Force recommends that continuing conversations and perhaps formal structures be created to continuing dialogue and formal policy and procedure development.

Given the complexity of the University, as well as each of the AHC schools, a number of issues warrants additional discussion, including:

- The issue noted above related to the funding of non-paid appointments as it relates to the University cost pool;
- Support for schools in developing individualized community-based faculty plans;
- The possibility of cost-savings, improved service and efficiencies with an implementation of AHC-wide initiatives, such as a Web site and recognition event and opportunities to support non-paid faculty as educators.

Additionally, the work of this Task Force revealed a significant number of appointment concerns related to “term” faculty appointments in the AHC. The terminologies used for this category of appointments are many: contract faculty, P and A faculty, clinical scholars, non-regular faculty, and teaching-track faculty. The Task Force suggests that a need exists to review policies and procedures related to this kind of appointment to complete the comprehensive work focusing on faculty at the University of Minnesota.

Continued discussions. As noted, the creation of the non-paid appointments Task Force is considered to be a good start towards developing a greater understanding of the complex issues associated with non-paid faculty appointments. Task Force meetings generated interesting and enlightening discussions regarding the administration of, and processes associated with these appointment types. While some of this discussion resulted in the recommendations presented in this report, ongoing discussions are encouraged in a variety of areas:

- *Institute meetings with AHC college and school administrative contacts.* Task Force meetings have provided faculty and administrators an opportunity to share practices and discuss concerns. Continuing these discussions on at least a quarterly basis, with representation determined by each college and school will allow for additional sharing and collaboration.
- *Implementation of AHC-wide initiatives.* Three recommendations, including the creation of an AHC-wide website intended to serve as an information portal regarding non-paid faculty appointments, the establishment of an AHC-wide recognition event, and the creation of a certificate and lapel pin or equivalent, both require a committee to be charged to oversee their development.

- *Opportunities to support non-paid faculty as educators, researchers, and service providers.* Additional discussion is needed to help determine appropriate opportunities to develop non-paid faculty as educators, researchers, and service providers. These discussions could occur in the quarterly meetings, the committee charged with developing AHC-wide initiatives, or another appropriate venue. While preliminary discussions regarding this issue occurred in the Task Force, meetings primarily focused on other areas, which did not permit sufficient opportunity to specifically address this issue.
- *Communication of rewards and recognition for non-paid faculty and staff.* All paid and non-paid University of Minnesota faculty and staff are eligible for the benefits listed in Appendices C and D. Plans should be created within each AHC school to communicate information to non-paid faculty regarding the existence of these benefits.

CLOSING COMMENTS

The Task Force expressed enthusiasm and excitement about the prospect of tackling the complexity of issues surrounding these important appointments. Members accomplished much of what they were charged to do, particularly in relation to making recommendations intended to simplify and improve the consistency of processes and procedures related to the hiring and recognition of these individuals. The Task Force members appreciated the opportunity to address concerns and provide recommendations regarding the appointment criteria, thresholds, and processes; communications; and recognition of non-paid faculty.

APPENDIX A: TASK FORCE CHARGE LETTER

March 7, 2008

TO: Karlind Moller, PhD, Professor and Director, Cleft Palate Clinic
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Patti Mulcahy, Associate Dean for Academic Administration
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Lisa Bachman, Human Resources (*to begin April 2008*)
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RE: AHC Task Force on Non-Paid Appointments

Thank you for your willingness to serve on the AHC Task Force on Non-Paid Appointments. The charge of this Task Force is to develop, over the next three months, specific principles and recommendations for a comprehensive AHC-wide system that will clearly define specifically how non-paid individuals are connected to the Academic Health Center through its schools and colleges and the appropriate level of benefits each would receive.

Overview of issue

Each AHC school and college has different and widely variant procedures and systems in place for identifying, appointing, promoting, recognizing and rewarding their non-paid individuals. These systems range from formal appointments at the University as non-paid faculty to informal associations with the University in a mentor/preceptor/teaching role. For those individuals that are formally appointed as non-paid faculty, benefits including e-mail and internet access, as well as library and related resources are available. For those with informal associations, no formal University benefits are available. As a result, the ability of the schools to identify, communicate with and support their non-paid individuals is equally variable and often ineffective.

With the implementation of the new University budget model, the schools in the AHC assume significant costs when appointing non-paid faculty. In FY09, the costs allocable to schools for their non-paid faculty registered in PeopleSoft are \$2,008/FTE (\$880 for Information Technology and \$1,128 for Library Services). As of March 26, 2007, there were 5,120 without salary appointments at the University of Minnesota; 4,566 of those were in the AHC (an annual cost of \$9,168,528.)

Non-paid individuals are essential members of the team to provide quality educational experiences for health professional students in the classroom and in the community. Also, the ability to interact successfully with non-paid appointees across all schools is critical to quality assurance, retention, and support of rewards and recognition, especially considering how many non-paid individuals provide their services pro bono. Finally, AHC schools and colleges must maintain close communication with non-paid appointees who have responsibilities for upholding HIPAA and other compliance efforts on behalf of the University.

Task Force charge

As you pursue your charge, we are requesting you incorporate the following key areas:

- Documentation of the current status of practices and issues with non-paid appointments
- Development of a taxonomy of the types of non-paid appointments available to individuals based on their qualifications, level, and intensity of service

Each of the above categories should address the following considerations:

- Minimum expectations and guidelines for appointment as a non-paid individual (e.g., minimum standards, how to maintain appointment, length of appointment)
- Definition of minimum qualifications for non-paid individuals to obtain and maintain non-paid appointment status across the AHC schools
- Identification of data needs and information systems necessary to manage non-paid appointments across AHC schools
- Analysis of the impact of a change in the amount of cost pool funds collected as it correlates to a change in the number of non-paid appointments and alternate sources of funding to support central services

- Identification of strategies to maintain and improve communication between AHC schools and colleges and non-paid individuals
- Definition of non-monetary rewards and recognition guidelines to support the retention and continuous professional development of non-paid individuals across the state
- Definition of minimum standards to successfully support non-paid individuals in their role as educators

Expected Task Force outcomes

A final report should be submitted which outlines the current status and key issues, prioritizes action steps, and includes a financial analysis of the existing and recommended scenarios.

Specific outcomes within this report should:

- Support the work of the AHC schools and colleges and improve the ability of the AHC to provide the appropriate level of resources to non-paid individuals who teach
- Define a system for the monitoring of non-paid appointments within University systems
- Connect non-paid individuals more closely with the University
- Strengthen communications between non-paid individuals and the University

Additional information

A detailed listing of Task Force members is included with this memo for your review. Additional information will be sent to you in the near future regarding information to prepare prior to the first meeting, as well as meeting times and locations. We expect the Task Force to launch late April and complete its work by August 1, 2008. A check-in meeting will be held at mid-point with Senior Vice President Cerra and Vice President Carrier to review progress and address questions of the Task Force.

APPENDIX B: SUMMARY OF DISCUSSION WITH JIM BALLARD, UNIVERSITY OF KENTUCKY

Overview

- Kentucky's AHEC program has four primary goals: 1) to facilitate student rotation in the community, 2) to provide continuing education for practitioners, 3) to provide library services, and 4) to provide community health outreach services.
- The program recently begun an expanded effort on the health professions pipeline, which is trying to get more students from rural and underserved regions interested in health professions.
- Kentucky AHEC has found that non-paid faculty are often better teachers than paid faculty. They have developed an integrated model to develop identity for non-paid faculty by increasing communication, providing activities which allow them to work together, and providing benefits such as a faculty ID card, ability to join credit union, and access to the online library.

Employment Process

- Appointments last five years, which was recently increased from three years.
- The Kentucky AHEC office provides a one-stop shop for community-based faculty to facilitate the paperwork for volunteer faculty.
- The applicants' CV and licensure information is compiled and forwarded onto the chair of the appropriate college for decision making.
- Once approval has been given, a rank is assigned and then sent to the appropriate college to enter into the faculty database and produce an EO2, or Notice of Academic Appointment.
- The EO2 is then sent along with an application to the applicant for signature and return. Once returned, the application, notice of appointment and a cover letter from the chair is sent to the Dean for review and approval. A packet is then prepared and sent to the Board of Trustees for final approval.
- Once final approval is given the packet of information is then sent to the appointed faculty member providing notification of their appointment.
- All 1,800 community-based faculty members are reappointed at the same time every five years. This is done to save staff time and resources.

Faculty Recognition

- Non-paid faculty are not voting members.
- Kentucky AHEC provides a major conference every year which includes breakout session focusing on their practice, and an opportunity to meet with their respective college.
- Complimentary entertainment, hotel, and continuing education are provided as a benefit.
- All campus faculty, Deans, and Associate Deans that are involved are also invited.
- A benefit brochure is provided, which outlines the benefits they receive such as the use of the athletic facility, etc.

- Five pairs of season tickets to Kentucky's basketball game re given as a lottery-type gift to non-paid faculty, as well as certificates and lapel pins.

General Information

- Students are covered up to two million dollars per year, and non-paid faculty are covered under their own malpractice insurance as a provider.
- Questions were brought up regarding faculty rank and criteria. It was stated that the individual chair of the respective medical school makes the decision. Most faculty initially begin as an assistant professor, moving on to an instructor.
- Each year, the AHEC program provides the individual Chair within each college with a report on each volunteer faculty member which indicates their current rank, length of service, and the number of students they have taught. This report is used to determine promotions.
- Questions were brought up about judgment of appointments; where are the decisions best made? AHEC does not recommend faculty, instead they allow the community to place the largest amount of input on recommendations.
- AHEC uses the same process for all six medical colleges, and they use a standard set of questions for all community-based faculty.
- A discussion occurred about what community-based faculty members look for in their work? It was stated that these faculty members mainly want to be recognized as peers. Faculty members have the opportunity to become more involved and sit on committees; most faculty members do not want to be as involved.
- Questions about guidelines that non-paid faculty are required to follow when representing themselves to the public. It was stated that Kentucky AHEC has no formalized guidelines. They have had a few isolated incidents, but haven't experienced any significant issues surrounding guidelines for representation.
- A discussion occurred about the term Adjunct Faculty and whether it was used. It was stated that it is rarely used and not really an issue. All three Kentucky colleges use a different term for their volunteer faculty.

APPENDIX C: SUMMARY OF UNIVERSITY OF MINNESOTA FACULTY RESOURCES AND DISCOUNTS (FOUND AT <http://www1.umn.edu/ohr/benefits/discounts/index.html>)
Employee Discounts - USave

The USave Program provides University employees with variety of savings opportunities. Proof of University employment is required, either with a UCard or a pay stub.

All discounts offered through the USave program, whether they are listed here or with MERSC, are given without any endorsement or guarantee from the University of Minnesota. The University is not liable for businesses not honoring discounts.

MERSC Discounts

The University is a member of the Minnesota Employee Recreational Services Council. MERSC offers discounts to numerous Twin Cities businesses. Contact the vendor directly, not MERSC, if you have a question about a particular discount.

U Card Faculty & Staff Checking

TCF Bank offers the U Card Faculty & Staff Checking account exclusively to University of Minnesota employees who have obtained their U Card. There is no minimum balance and no services fees with U Card Faculty & Staff Checking, and it includes free services such as preferred online banking with bill payment service, free checks, free travelers checks, and a free Goldy Gopher Visa™ debit card which can earn you rewards!

Discounts for Local Attractions, Movie Tickets, & Metro Transit Tickets

Tickets to several local attractions, museums, and many Twin Cities movie theaters are available at a discount. In addition, Metro Transit bus and light rail passes are available at a discount. Tickets and passes can be purchased at the Student Union Information Desks, and more information about specific discounts can be found at Student Unions & Activities Tickets and Passes.

YMCA Memberships

Join the YMCA and the Y will waive its \$79 Joiners Fee. The YMCA offers fitness centers, running tracks, gyms, open swim, lap swim, free group exercise classes, free fitness consultations and orientations, strength training, free weights and the YMCA 12-week progressive fitness program for new or returning exercisers.

Financial assistance is available for memberships, childcare, and camping programs.

Concy's Montessori School and Day Care

Concy's will waive the registration fee of \$50.

APPENDIX D: BENEFITS TO UNIVERSITY OF MINNESOTA MEDICAL SCHOOL UNIVERSITY FACULTY

Several benefits are available to you as a member of our Medical School community-based faculty. Your U-card is the key to accessing these benefits. Please arrange to obtain this photo identification card as soon as possible. See the instructions listed under "U Card."

Athletic Facilities

University Golf Courses located at Larpenteur Avenue and Fulham Street near the St. Paul campus are available at faculty rates. Call 612-627-4000 for more information.

University faculty have access to an 85' x 200' ice rink with 3,000 seats, 10 indoor tennis courts, and eight outdoor tennis courts, located at 19th Avenue Southeast and 4th Street Southeast in Minneapolis. Indoor tennis courts are available to faculty for a reduced fee. Outdoor courts are free of charge. Four additional outdoor courts are located on the St. Paul campus.

Mariucci Arena, located at 1901 Fourth Street Southeast offers indoor skating opportunities for a fee. Call the open skate hotline at 612-625-6648 for further information.

Athletic Tickets

612-624-8080

Season tickets for Minnesota Gopher football, hockey, basketball, and other sporting events may be purchased at faculty/staff rates when available. Ticket office hours at Mariucci Arena are Monday-Friday from 9 am - 5 pm

Bio-Medical Library

612-626-5653

Web site: www.biomed.lib.umn.edu/

The resources and services of the Bio-Medical Library, and those of all University Libraries, are available to University faculty. University faculty may check out books and journals, request reference assistance; obtain librarian-mediated computer searches on health topics; and attend classes on information management and Internet use. University faculty may access the bibliographic and full text databases provided by the libraries from their home or office. Specialized collections of the Bio-Medical Library include the Wangenstein Historical Library of Biology and Medicine and the Drug Information Service (a substance abuse collection).

Campus Club

612-625-9696

Web site: www.umn.edu/CampusClub

e-mail: campclub@umn.edu

Membership in the University of Minnesota Campus Club, located on the fourth floor of Coffman Memorial Union, is available to all University faculty members. Benefits include access to lunches and catering services. Call the above number Monday-Friday from 8 a.m.-4 p.m. for details on membership costs, etc.

E-mail/Internet Account

612-301-4357

As a University faculty member, you will automatically receive an e-mail/Internet account and be assigned an e-mail address. Faculty can obtain the internet toolkit at three campus locations: 152 Shepherd Labs, 93 Blegen Hall, and 50 Coffey Hall. Each kit costs \$6.00 and will allow you to access the University modem pool from your personal computer for 50 hours a month at no charge. Further information on the internet toolkit can be found on-line at <http://www1.umn.edu/adcs/software/internetkit/> or by calling 612-301-4357.

Note: Approximately three weeks from the time you receive your University faculty appointment letter, the University will assign you an e-mail address. At this time, our Academic and Distributed Computer Services Office will send you a letter providing you with your new e-mail address.

Important: E-mail is an important communication link between the Medical School and its University faculty members. If you currently use another e-mail address and will continue to do so, please forward your University account to your preferred email account by following the instructions below.

1. go to <http://www1.umn.edu/adcs/info/accounts.html>
2. under "Email Account Information" click on "Set Email Forwarding and Autoreply"
3. When the login screen appears
 - a. enter your "Internet ID (X500 ID)" in the space provided (this is your e-mail address given to you by the University minus the "@umn.edu")
 - b. enter your "Password" (given to you by the University)
 - c. press "Login"
4. click on "Set E-mail forwarding and Autoreply"
5. under "Send e-mail to:" blacken the circle marked "Other" and enter your preferred email address in the space provided
6. scroll to the bottom of the screen and click "Submit"

Computers

612-626-4276

Web site: www.techmart.umn.edu

University faculty, staff, and students may purchase discounted computers and software through this website. You will be required to login using your University Internet ID (your email address minus the "@umn.edu) and password (your email password).

Frederick R. Weisman Art Museum

612-625-9494

Web site: <http://hudson.acad.umn.edu>

Local and national exhibits are available at the Frederick R. Weisman Art Museum at no charge. Reduced admission for special events is available to University faculty. Museum hours are Tuesday, Wednesday, and Friday from 10 a.m.-5 p.m.; Thursday from 10 a.m.-8 p.m.; and Saturday and Sunday from 11 a.m.-5 p.m. The museum is closed on Mondays.
Museum members receive a discount in the gift shop.

James Ford Bell Museum of Natural History**612-624-7083****Web site:** www.umn.edu/bellmuse**e-mail:** bellmuse@tc.umn.edu

The museum houses permanent exhibits on the life sciences and the "Touch and See Room," a favorite with children. Brochures and schedules may be obtained by calling the museum. Admission is free with a U Card. Hours are Tuesday-Friday from 9 a.m.-5 p.m., Saturday from 10 a.m.-5 p.m., and Sunday from noon-5 p.m.

Recreational Sports**Web site:** www.recsports.umn.edu**e-mail:** recsport@tc.umn.edu

University faculty and their spouses are eligible for membership in Recreational Sports at a minimal fee. Members are eligible to use the following facilities in Minneapolis and St. Paul. Both facilities offer aerobics and cycling classes, personal training, fitness assessments, intramural sports, sport clubs, climbing/adventure programs, and youth and community programs for an additional fee. Weekly family activities are offered, including a free family day from noon-5 p.m. on Sundays.

The Minneapolis Recreation Center houses two fitness centers, four swimming pools, three gymnasiums, fourteen racquetball and five squash courts.

The St. Paul Gym has a fitness center, indoor track, gymnasium, racquet and squash courts, a newly renovated swimming pool and a climbing wall.

U Card**612-626-9900****Web site:** www.umn.edu/ucard**e-mail:** ucard@tc.umn.edu

All University faculty are entitled to a free U Card which serves as their "key" to University benefits and services (see brochure included with this manual), including the following:

- Access to University libraries and recreation centers
- Art and athletic ticket discounts
- Purchases at University vending machines and stores

University Theatre Arts Ticket Office**612-624-2345****Web site:** www.cla.umn.edu/theatre.season.index.html or www.northrop.umn.edu

University Theatre productions are scheduled throughout the year in Rarig Center, at 330-21st Avenue South, Minneapolis, Minnesota 55455. University faculty may receive a reduced rate for certain performances, depending on the sponsor of the event. In addition to regular productions, University Theatre provides pieces designed, produced and acted by students, and performed in the Experimental Theatre, and the Minnesota Centennial Showboat (in the summer). Season tickets or tickets for individual shows may be purchased by calling Northrop Ticket Office at 612-624-2345 from 8:30 a.m.-5 p.m. Monday-Friday.

APPENDIX E: UNIVERSITY OF KENTUCKY COMMUNITY FACULTY PRIVILEGES (FOUND AT www.uky.edu/cbfi/CBF%20Benefits.htm)

Discounts and community education:

- University bookstores
- UK employee discount program

Library access – Campus Medical Center

University of Kentucky Federal Credit Union membership

Facility memberships and access

- Otis A. Singletary Center for the Arts discount
- Hillary J. Boone Faculty Center
- Spindletop Hall – Faculty, staff, and alumni club
- Alumni Gym
- Campus Recreation
- Seaton Center
- Adena Park
- Cooper Drive picnic area
- Fishing permits
- Cultural Services
- Museums
- Recreational and social service

Table 2: Reported Current Appointment Practices Related to AHC Non-Paid Appointments

College/School	<i>Rewards and Recognition</i>	<i>Criteria – Minimum qualifications</i>	<i>Criteria – Thresholds for service</i>	<i>Appointment process</i>
School of Dentistry	<p>Current – An orientation and Q/A session is annually held for all part-time (including unpaid) faculty; and the Dean sponsors, attends, and speaks at spring recognition event. SOD has also established a committee to study and discuss non-regular faculty issues/concerns.</p> <p>Recommendations – Unpaid faculty should receive a letter and certificate of appreciation, signed by director, division head, department chair, and Dean; utilize an identifier such as a lapel pin or other form of recognition.</p>	Utilize the same criteria for paid appointments (instructor, assistant, associate, professor levels).	No Response	<p>Current – Consistently uses job codes for non-paid faculty that are the equivalent codes of titles to paid appointments.</p> <p>A personnel file is kept for each non-paid appointment that includes CV, relevant certifications, highest degree completed, HR information form, current job description, requisition/job posting, I-9 certification.</p> <p>Applications are reviewed annually. Non-paid faculty who are no longer contributing are terminated in PS.</p> <p>Recommendations – Supportive of specific start and end appointment dates; supportive of instituting annual review process similar to the process used to evaluate paid faculty.</p> <p>A volunteer agreement form outlining any requirements and signed by non-paid faculty should be kept in file.</p>
Medical School	Medical School recently added an annual award specific to community faculty	Graduation from an accredited medical school; completion of recognized graduate program as deemed appropriate by Adjunct Faculty Steering Committee; board certification/eligibility.	Must demonstrate active support of academic department activities by attendance of Grand Rounds and adjunct faculty meetings; must adhere to bylaws and rules and regulations of adjunct faculty.	The process may be individualized according to departmental requirements. General guidelines include: A letter from the faculty or the practice group to the Department Head requesting the appointment and explaining the rationale; A letter to the Dean from the Department Head

College/School	Rewards and Recognition	Criteria – Minimum qualifications	Criteria – Thresholds for service	Appointment process
				<p>explaining the faculty’s proposed role; The vote of the faculty committee (if applicable to the department). Appointments must be renewed every 3 years. Maintenance of an appointment at all ranks requires the definition of levels of activity as required by the department. Academic activity should be documented by the submission of an adjunct faculty activity form, which provides input for the annual review process, if applicable.</p>
School of Nursing	Certificate of recognition at time of appointment	No Response	<p>Clinical track – “Quality, quantity, and substance” of activities, including written contributions, presentations, and service</p> <p>Clinical instructor - Contributes to clinical discipline-specific knowledge and discussion through publishing as author/co-author (e.g., professional organization publication; letter to editor; clinical protocol; peer-reviewed journal); presents at continuing education offerings or professional clinical presentations at local level; serves as member of local/regional and/or community committee(s) in areas related to clinical practice.</p> <p>Clinical assistant professor – Written contributions become more substantial; presents at least</p>	No Response

College/School	Rewards and Recognition	Criteria – Minimum qualifications	Criteria – Thresholds for service	Appointment process
			<p>one offering or professional clinical practice presentation at local/regional level; participate with researchers to facilitate development and/or implementation of at least one study within practice/education arena; serves in leadership position of at least one professional committee.</p> <p>Clinical associate professor – Written contributions remain substantial; present continuing education offerings or professional clinical practice presentations; collaborate with researchers as a core faculty member on at least one study; participate in seeking grant funding; serve as member of national level professional committee or assume leadership in regional committee.</p> <p>Clinical professor – Substantial written contributions (e.g., book chapters, invited papers, symposia); present at continuing educational offerings/professional clinical practice presentations and (inter)national level; conduct research study or participate as Co-PI in at least one clinical / educational study; Seek grant funding to support clinical/educational programs;</p>	

College/School	Rewards and Recognition	Criteria – Minimum qualifications	Criteria – Thresholds for service	Appointment process
			<p>deliver invited presentations at (inter)national meetings; serve as officer of (inter)national organization or board.</p> <p>“Other” adjunct faculty – 7.12 criteria is applied</p>	
<p>College of Pharmacy</p>	<p>Invitation extended to serve on advisory committee consisting of faculty/preceptors</p> <p>Annual recognition event</p> <p>Invitations to seminars, faculty meetings, faculty recruitment participation</p> <p>Access to thesis committees</p> <p>Development plan is in progress</p>	<p>Instructor – Entry level professional degree; limited involvement in educational programs</p> <p>Asst Professor – Doctoral or advanced professional degree; post-graduate training; or previous assistant professor appointment</p> <p>Assoc Professor – Extensive past involvement in educational programs; or previous appointment as Associate Professor</p> <p>Professor – Extensive past involvement in past educational programs; or previous appointment as Professor</p>	<p>Preceptors – Offer four IPPEs/APPEs per academic year with at least two filled; are responsible for 60%+ of the student’s time; take administrative responsibility for teaching; complete online orientation; are registered through the MN Board of Pharmacy</p> <p>Asst Professor – Instructor appt of at least 4 years; 20+ hours lecturing or equivalent instruction; positive teaching evaluations (required); participation in appropriate organizations, evidence of scholarly activity</p> <p>Assoc Professor – Appointment as adjunct or clinical assistant professor for at least 6 years; minimum of 40 hours lecturing or equivalent student instruction; positive teaching evaluations (required); professional/scientific organization leadership; evidence of scholarly activity (desired)</p> <p>Professor – Appointment as</p>	<p>Submit completed personnel profile form and U of MN HR Information Form; completed CV; proof of highest degree</p> <p>For preceptors, internal processes include reviews by the Director of the Experiential Program, the Associate Dean for Professional and External Relations, and the College’s Faculty Consultative Committee; personnel information is entered; e-mail account is assigned; a letter from the Dean is sent to the preceptor; preceptor contacts U helpline to activate e-mail; preceptor is granted library access. List of preceptors is annually reviewed.</p> <p>Other WOS faculty appointments that are made at the department or college level and that are not preceptors, have a similar process with the exception that a departmental faculty vote is required for departmental appointments, with a final review by the Dean.</p>

College/School	Rewards and Recognition	Criteria – Minimum qualifications	Criteria – Thresholds for service	Appointment process
			adjunct/clinical associate professor for 6+ years; minimum of 60 cumulative hours lecturing or equivalent student instruction; positive teaching evaluations; leadership in professional/scientific organizations; strong record of scholarly activity	
School of Public Health	For the past 5 years, SPH has held an annual Community Partners event. Dinner and a program are hosted at McNamara and there are a series of smaller, more informal opportunities for adjunct faculty to network and learn more about the recent initiatives at the School. Adjuncts are also awarded a special certificate of appreciation. In addition, they are invited to participate in the School’s annual Research Day in the spring.	All adjunct faculty of any rank, whether employed in a community agency or by another University unit, need to meet academic standards of credentials and scholarship appropriate for the responsibility and rank they are given as adjunct faculty.	It is recognized that adjunct faculty will not be expected to contribute to all functions of the School (teaching, scholarly activity, and community service), but are required to make a “substantial contribution” through commitment and involvement. A substantive commitment would be equivalent to the effort in teaching one 3-credit course or an equivalent combination of teaching, research, and student advising.	<p>Recommendations for adjunct appointments are normally initiated by the Department Head.</p> <p>The documentation to be submitted in support of a recommendation for appointment shall be of the same type and format as that submitted in support of a recommendation for appointment to a regular position (P or N).</p> <p>The reappointment of adjunct faculty in SPH is made annually by the Dean, upon recommendation of the Division Head. It is the responsibility of each faculty member to maintain a record of his/her teaching, scholarly activity, and community service.</p>
College of Veterinary Medicine	Done informally at collegiate and/or departmental level. Past recognitions include luncheons and introductions at department meetings.	Levels of appointment reflect status and role of person being considered.	<p>Thresholds vary according to levels of teaching, clinical service, scholarly activity, and service. Adjunct faculty are not expected to contribute to all functions of college, but should make a “substantial contribution through commitment and involvement.”</p> <p>Teaching – Greater than 10</p>	<p>Adjunct faculty must be nominated by a faculty member annually and voted upon annually by departmental faculty.</p> <p>If adjunct is interested in reappointment, they must submit a written request for consideration, a summary of contributions, current CV, and nomination letter by permanent</p>

College/School	Rewards and Recognition	Criteria – Minimum qualifications	Criteria – Thresholds for service	Appointment process
			<p>lectures/year</p> <p>Clinical service – Clinical rotation or didactic course coordinator; practitioner preceptor (greater than 24 SCH/year)</p> <p>Scholarly activity – Grant PI, Co-PI, or Co-investigator</p> <p>Service – Graduate student review committee member; “significant” involvement in college activities (community education instruction, search/alumni committees)</p>	<p>faculty member.</p>

Table 3. Budget Analysis of Impact of Removing Non-Paid Appointments from the X.500 System

College / School	Appointments			Funding		
	Total Appointments	Non-Paid Appointments	Paid Appointments	IT Cost per Total Appts	IT Cost per Paid Appts	IT Savings (Additional)
Dentistry	1,218	113	1,105	\$1,071,840	\$1,010,111	\$61,729
Medical School	8,291	2,000	6,291	\$7,296,080	\$5,750,776	\$1,545,304
Nursing	1,231	125	1,106	\$1,083,280	\$1,011,025	\$72,255
Pharmacy	1,223	319	904	\$1,076,240	\$826,371	\$249,869
Public Health	1,580	200	1,380	\$1,390,400	\$1,261,496	\$128,904
Vet Medicine	1,039	43	996	\$914,320	\$910,471	\$3,849
Rest of the University	60,418	-	60,418	\$53,167,840	\$55,229,751	(\$2,061,911)
Totals	75,000	2,800	72,200	\$66,000,000	\$66,000,000	
Total Information Tech Costs	\$ 66,000,000					
Counts for IT	75,000					
IT Costs per Total Appointments	\$ 880	\$ 2,464,000				
IT Costs per Paid Appointments	\$ 914					

Table 4. Budget Analysis of Weighting Appointment Types According to Library Usage

College / School	Appointments			Funding		
	Total Weighted Counts	Non-Paid Appointments	Paid Appointments	Library Costs per Total Appts	Library Costs per Paid Appts	Library Savings (Additional)
Dentistry	949	113	836	\$1,065,204	\$995,238	\$69,966
Medical School	6,483	2,000	4,483	\$7,276,837	\$5,336,905	\$1,939,932
Nursing	1,135	125	1,010	\$1,273,980	\$1,202,381	\$71,599
Pharmacy	1,159	319	840	\$1,300,918	\$1,000,000	\$300,918
Public Health	1,271	200	1,071	\$1,426,633	\$1,275,000	\$151,633
Vet Medicine	613	43	570	\$688,061	\$678,571	\$9,490
Rest of the University	37,390	-	37,390	\$41,968,367	\$44,511,905	(\$2,543,537)
Totals	49,000	2,800	46,200	\$55,000,000	\$55,000,000	
Total Library Costs - Weighted	\$ 55,000,000					
Weighted Counts for Library Costs	49,000					
Library Costs per Total Appointments - Weighted	\$ 1,122	\$ 3,142,857.14				
Library Costs per Paid Appointments	\$ 1,190					