University of Pennsylvania Perelman School of Medicine
Policy & Procedure Manual
Faculty Administrative Appointments Approval and Authority

ADMINISTRATION
Policy Number: FA-FacComp-002
Date Approved: 7/21/2014

I. PURPOSE

To provide guiding principles for establishing administrative appointments and the corresponding salary support or stipends for full-time faculty of the School of Medicine.

II. POLICY

Establishing faculty administrative appointments falls within the general guidelines of the Faculty Compensation Approval and Authority policy set by the Perelman School of Medicine and The Handbook for Faculty and Academic Administrators. Under these guidelines, the Dean provides authority to department chairs in making compensation decisions for their faculty. Following the proper procedure to establish faculty administrative appointments is critical to best manage the time and effort of faculty, to comply with the objectives of corresponding home departments and to ensure that federal guidelines are not violated regarding allocation of effort and the amount and type of salaries charged to grants.

The faculty of the Perelman School of Medicine are expected to conduct teaching, research, clinical and community service to promote the advancement of knowledge and commitment to patient care. Faculty members may be asked, by the School, University, or the Health System to take on administrative responsibilities that are beyond those that they would be expected to perform as part of their service to their departments, the School and the University. The most common examples of administrative roles include chairs, vice chairs, center or institute directors, vice, associate and assistant deans, and clinical administrative roles, among others. There are two types of clinical administrative roles: departmental funded roles (Admin D) and health system/hospital funded roles (Admin H). Participation on committees is considered to be part of the service component of a faculty member's role and is not considered here.

In general, the guidelines listed below are applicable for all types of faculty administrative appointments, be they research, teaching, or clinical. However, clinical administrative stipends are approved and funded as part of the funds flow budget process as defined by the Clinical Practices (CPUP) and the Health System. Refer to the documentation of the Funds Flow process for more detailed instructions.

SUPERSEDES: New	ISSUED BY: _Nancy Jameson_ 7/28/14
	Dean, School of Medicine Date

Guidelines for the establishment of faculty administrative appointments:

- Administrative appointments should be established and approved before any candidates are identified. Under extraordinary circumstances the Dean or his designee may approve pre-identified candidates for a position. The appointment *must* be approved before it is discussed with or offered to a faculty member per the approved process.
- A job description is required for all requested administrative appointments. The description should outline the specific duties, reporting relationships, complexity of work and level of decision-making, interactions internally and externally and importance of the role to the School's research, teaching and other missions. The description should estimate the percentage of time allocated to the duties defined, and annual goals.
- The selection process for identifying candidates for new or vacated positions should be as transparent as possible.
- Before remuneration is discussed the home department chair must approve the assignment of administrative appointments to the faculty member in his/her department. As stated in section I.G.4 of the faculty handbook, the home department chair is responsible for all assignment of duties and compensation decisions for faculty members in his/her department in accordance with all relevant School policies and guidelines. Any commitments made by individuals other than the home department chair are non-binding unless approved by the home chair. It is recommended that the appointer not discuss salary or funding with the candidate before discussing the appointment with the candidate's home department chair.
- When a chair is assigning (or considering a request to assign) administrative responsibilities to a faculty member, a candidate's capacity (i.e., current effort in research and clinical activities, other administrative roles and committee work) should be one of the determining factors in making the appointment in addition to the candidate's experience, knowledge and reputation. Faculty should not be overburdened to the detriment of their primary faculty roles in research, teaching and patient care.

Remuneration for administrative appointments:

- Funding should be provided by the appointer to protect the faculty member's time to accomplish administrative appointment responsibilities. In most cases, this funding will be used to provide salary coverage toward the faculty member's base salary. In some cases, for example, the unique expertise of the individual and importance of the role to the institution, it may be necessary or appropriate to provide the faculty member with a salary supplement in the form of an administrative stipend (salary above the faculty member's current base salary). The criteria to determine when an administrative stipend may be appropriate are as follows:
    - The new role includes high-level responsibility for institutional risk and decision-making. Examples would include:
        - A pivotal role in budget development, salary decisions, hiring for a unit, department or entity.
        - Leading a primary institutional function that is critical to the missions of Penn Medicine, e.g., institute director, educational program leader...
    - There will be no decrease in the faculty member's productivity in the accomplishment of his/her teaching, research or clinical activities.
    - A differential exists between the role salary and the faculty member's current compensation for existing roles.
    - The faculty member is working at full capacity and will need to work more hours if assigned this role.
- The faculty member's effort report must reflect the new total effort after the addition of the administrative position.
- The amount of the salary coverage or administrative stipend may or may not be commensurate with the percent effort and the faculty member's base salary. In other words, a set stipend amount may be established for a particular role, irrespective of the incumbent's base salary or percent of effort expended (example: graduate group chair).
- In general when an administrative appointee steps down, any administrative stipend or salary coverage associated with the appointment should end as well, and other duties may be assigned to the faculty member to replace the administrative role.
- Admin H appointments are administered through the Funds Flow approval and budgeting process.

SUPERSEDES: New	ISSUED BY: _Jenny Jameson_ 7/28/14
	Dean, School of Medicine Date

III. PROCEDURES

Establishment and Pay for Administrative Appointments

- All faculty administrative appointments for research and teaching must be approved by the Dean or his designee. Appointments for hospital/health system administrative roles approved through the Funds Flow budget process.
- For research and teaching administrative appointments:
    - The appointer must submit a description of the role, including beginning and end dates and the source of funding, to the Dean (or his Designee) for consideration. The Dean's office will work with all interested parties to determine the appropriateness of the request.
    - When appropriate, it is desirable that newly established or recently vacated faculty administrative appointments be announced on the faculty affairs portal for qualified faculty members to state their interest in being considered.
    - Research grants can serve as the funding source for administrative appointments if it is an allowable expense.
- The home department chair should respond to interdepartmental requests for administrative appointments for his/her faculty by outlining all the facts considered in making the determination (of whether to approve the request and whether this is an administrative stipend or a source of funding) including an analysis of assignments, changes to assignments, percentage of effort or number of hours shifted to the new duty, etc. Once the position is approved and a candidate is identified and approved in accordance with the policy, an offer letter that includes the term of appointment, responsibilities, expectations and funding source must be documented in a letter to the candidate and both the School and home department must receive a copy.
- Stipends and terms of appointment must be tracked in PennWorks, the University's payroll system. Refer to the School's "Guidelines for Setting Up and Maintaining Faculty Records" for more information.

SUPERSEDES: New	ISSUED BY: _J Larry Jameson_ 7/28/14
	Dean, School of Medicine Date

IV. WHO SHOULD KNOW THIS POLICY?
• Department Chairs and Directors of Centers and Institutes
• Department, Center, and Institute Business Administrators
• Perelman School of Medicine Faculty
• Dean's Staff
• Health System Administrators

V. CONTACTS

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SUPERSEDES: New	ISSUED BY: _J Lang Lamesh_ 7/28/14
	Dean, School of Medicine Date