BRIDGES to OUR Bright Future

2011 AACP Annual Meeting and Seminars
July 9–13 ★ San Antonio, Texas
Work-life balance: Part-time and Co-funded Faculty Positions. Considerations and Challenges

Joint Session: Pharmacy Practice Section and Women Faculty SIG

Recorded session with audio and speaker materials synchronized and available for future viewing (meeting value package)
Session Moderators

• Dr. Gina Garrison, 
  Women Faculty SIG Chair
  – Associate Professor of Pharmacy Practice
    Albany College of Pharmacy and Health Sciences

• Dr. June Felice Johnson, 
  Pharmacy Practice Section Chair
  – Professor of Pharmacy Practice, and 
    Chair, Clinical Sciences Department, 
    Drake University College of Pharmacy & Health Sciences
Objectives

1. Describe the current trends in part-time and co-funded/shared faculty positions in schools/colleges of pharmacy.
2. Discuss considerations associated with developing traditional versus novel part-time positions.
3. Explain specific opportunities and challenges for part-time or co-funded faculty members, including impact on workload, career advancement, and work-life balance.
Overview

• Speakers
  – Dr. Nancy F. Fjortoft, Dean and Professor
  – Dr. Debbie C. Byrd, Associate Dean and Professor

• Panelists
  – Dr. Cynthia L. Raehl, Chair perspective
  – Dr. Dana A. Brown, Part-time faculty perspective
  – Mr. Todd A. Brown, Vice-chair perspective
  – Dr. Charles D. Ponte, Co-funded faculty perspective

• Audience Questions/Answers
Introduction

• **Goal:** to explore and open discussion
• Trends in part-time or co-funded faculty positions may include factors such as:
  – Generational differences
  – Increased electronic communication
  – Increased access to technology
  – Effects of the economy
Current Trends

Nancy F. Fjortoft, Ph.D.
Dean and Professor
Midwestern University
Chicago College of Pharmacy
National Trends

• All U.S. colleges/disciplines (2007 data)
  – 49% of all faculty are part-time
  – 85% growth in part-time faculty, 1993-2007

• Definitions for pharmacy faculty
  – Part-time: less than 1.0 FTE, may or may not have patient care responsibilities, maybe be tenure or non-tenure track.
  – Co-funded: 1.0 FTE, patient care responsibilities at non-University site, salary offset by revenue from site, typically non-tenure track.

Chronicle of Higher Education, August 27, 2010
# Full-time Pharmacy Faculty Distribution

<table>
<thead>
<tr>
<th></th>
<th>1998-1999 N (%)</th>
<th>2010-2011 N (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>601 (45)</td>
<td>726 (55)</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>657 (71)</td>
<td>272 (29)</td>
</tr>
<tr>
<td>Professor</td>
<td>730 (90)</td>
<td>84 (10)</td>
</tr>
<tr>
<td>Other</td>
<td>268 (69)</td>
<td>120 (31)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2256 (65)</strong></td>
<td><strong>1202 (35)</strong></td>
</tr>
</tbody>
</table>

Other: Deans, librarian, instructor, lecturer

AACP Profile of Pharmacy Faculty, 1998-99, 2010-11
<table>
<thead>
<tr>
<th></th>
<th>1998-1999 N (%)</th>
<th></th>
<th>2010-2011 N (%)</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
<td><strong>Total</strong></td>
<td>Male</td>
</tr>
<tr>
<td>Assistant Professor</td>
<td>117 (47)</td>
<td>132 (53)</td>
<td><strong>249</strong></td>
<td>118 (36)</td>
</tr>
<tr>
<td>Associate Professor</td>
<td>43 (69)</td>
<td>19 (31)</td>
<td><strong>62</strong></td>
<td>42 (53)</td>
</tr>
<tr>
<td>Professor</td>
<td>34 (92)</td>
<td>3 (8)</td>
<td><strong>37</strong></td>
<td>55 (81)</td>
</tr>
<tr>
<td>Other</td>
<td>55 (49)</td>
<td>57 (51)</td>
<td><strong>112</strong></td>
<td>46 (46)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>249 (54)</strong></td>
<td><strong>211 (46)</strong></td>
<td><strong>460</strong></td>
<td><strong>261 (45)</strong></td>
</tr>
</tbody>
</table>

Other: Assistant Dean, librarian, instructor, lecturer

AACP Profile of Pharmacy Faculty, 1998-99, 2010-11
# Pharmacy Faculty Twenty Year Trends

<table>
<thead>
<tr>
<th></th>
<th>1998-99</th>
<th>2010-2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time faculty female</td>
<td>35%</td>
<td>46%</td>
</tr>
<tr>
<td>Part-time faculty female</td>
<td>45%</td>
<td>55%</td>
</tr>
<tr>
<td>Part-time faculty at assistant professor</td>
<td>54%</td>
<td>57%</td>
</tr>
</tbody>
</table>
Pharmacy Faculty Twenty Year Trends

• Full-time faculty
  – Number increased by 2200
  – Percentage of female faculty increased in all faculty categories and “other”

• Part-time faculty
  – Number increased by 115
  – Percentage of female faculty increased in all faculty categories and “other”

AACP Profile of Pharmacy Faculty, 1998-99, 2010-11
Pharmacy Faculty Twenty Year Trends

<table>
<thead>
<tr>
<th>Year</th>
<th>Full-time</th>
<th>Part-time*</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1998-99</td>
<td>3458</td>
<td>460 (11%)</td>
<td>4126</td>
</tr>
<tr>
<td>2010-2011</td>
<td>5611</td>
<td>575 (9%)</td>
<td>6186</td>
</tr>
</tbody>
</table>

*Does not include emeritus faculty

AACP Profile of Pharmacy Faculty, 1998-99, 2010-11
Pharmacy Faculty Trends

• Overall trends do not mirror national trends.
  – Percentage of part-time faculty decreased slightly.

• Possible explanations
  – Faculty
  – Administration
  – Position commitment
  – Economic climate
  – Technology
The Changing Face of Pharmacy Faculty

- Qualitative study
- Convenience sample of 12 pharmacy practice department chairs
- Telephone interviews
- Interview questions developed
- IRB approved
- Data collected summer/fall 2010

Mai, T, Winkler, S, Fjortoft NF
Sample Questions

• Frequency of requests to change to part-time
• Policies at University or Department level to guide decisions
• Benefits and consequences of part-time faculty to department and individual
• Hiring expectations for part-time faculty in the future

Mai, T, Winkler, S, Fjortoft NF
Results

• 11 interviews conducted
• Private and public schools
• Number of part-time faculty in departments ranged from 0-5

Mai, T, Winkler, S, Fjortoft NF
Preliminary Results: Major themes

- Complex decision
- Retention of excellent faculty warrants flexibility
- Job characteristics guide the decision
- Limit the number of part-time positions in the department in order to achieve departmental goals
- Recommend waiting until faculty is promoted to switch to part-time status

Mai, T, Winkler, S, Fjortoft NF
Preliminary Results: Major Themes

- Faculty unions pose unique sets of challenges
- Part-time positions may allow department to hire “niche” expertise faculty (e.g., law, advertising etc.)
- May be difficult to hire part-time faculty

Mai, T, Winkler, S, Fjortoft NF
Considerations with Part-time Pharmacy Faculty Positions
Part-time Faculty: Opportunities and Challenges

• Dean perspective

• Impact on
  – Clinical Site
  – University/College/Department
  – Individual Faculty
Part-time Faculty: Opportunities

• Clinical Site
  – Retain excellent clinicians
  – Relationships/Capital with practice site

• University/College/Department
  – Recruit, faculty
  – Retain excellent faculty
  – More faculty talent for same $ investment

• Individual Faculty
  – Satisfaction
  – Work/life balance
Part-time Faculty: Challenges

Clinical site

• Patient care
• Establishing relationships with site
• Supervision of students and residents
Part-time Faculty: Challenges

University/College

• Faculty position lines
  – Temporary or permanent change in status?
  – Timeline for holding vacant position/line without losing it?
  – Replacing the part-time position line?

• Space/Infrastructure Costs
  – Office space
  – Staff support
  – Instructional Technology (IT) support

• University policies
  – Faculty governance
  – Voting rights
Part-time Faculty: Challenges

College/Department

• Curriculum delivery
  – Classroom teaching (lectures, workshops, discussions)
  – Experiential teaching (IPPE and APPE)
  – Added costs?

• Committee Service
  – Difficulty in committees scheduling time to meet
  – Difficulty in achieving quorum to conduct business

• Complex relationship with practice site
Part-time Faculty: Challenges

Department
• Fairness to all faculty (Department Chair)
  – Job dependent: can all types of clinical services accommodate part-time clinicians?
  – Ratio of full-time to part-time faculty: need to establish number/ratio to match department business needs?
  – Workload: who picks up responsibilities unmet by the part-time faculty?
  – Assignments: one model fits all?
  – Performance evaluations: reasonable expectations for part-time vs. full-time faculty?
Part-time Faculty: Challenges

Individual Faculty
- Promotion and tenure
- Academic career progression  
  - e.g., administrative roles
- Workload
- Employee benefits
- Integration into College culture
- Inclusion in decision-making
- Teaching evaluations
- Developing relationships  
  - with students/clinicians/colleagues
- Mentoring
- Service to professional organizations
- Scholarship
Part-time Faculty: Creative Solutions

• Convert 12 month contract to 9 month contract
• Job share clinic responsibilities
• Hire part-time faculty to augment faculty’s site responsibilities only.
Co-Funded Faculty: Opportunities and Challenges

• Opportunities
  – Utilize outstanding clinical sites for faculty, students, residents

• Challenges
  – Faculty workload
  – Faculty promotion
  – Faculty priorities
  – Expectations from practice site
Work-life Balance: Part-time and Co-funded Faculty Positions, Considerations and Challenges

Debbie C. Byrd, PharmD, BCPS
Professor & Associate Dean, Professional Affairs
University of Tennessee
Part-time & Co-funded Faculty

• Opportunities & Challenges
  – Workload
  – Career Advancement
  – Work-life Balance

• Potential solutions

• Creative solution: example positions
  – Part-time job sharing
  – Academic year (9 month) appointment
Workload: Opportunities

• Recruitment and retention strategy
• Maintain reward of career while achieving more balance at home
• Workload shared with practice site partner
Workload: Challenges

- Defining a truly part-time workload
- Avoiding full-time responsibilities within a part-time work week
- Protecting time off from committee/ various meetings
- Working at 80% effort x 2
- Negotiating practice model fit with academic responsibilities
- Serving multiple “masters”
Career Advancement: Opportunities

• Remaining in workforce vs. exiting entirely
  – Maintaining knowledge and skills
  – More opportunities for advancement and promotion

• Synergy with practice site can produce fertile ground for scholarship
Career Advancement: Challenges

• Extended advancement time clock

• Perception of faculty colleagues

• Workload of 80% x 2 may be necessary for successful promotion
Work-life Balance: Opportunities

• Flexible hours

• Modified workload expectations
Work-life Balance: Challenges

• Decreased income

• Loss of benefits

• Pressure to work on off days to meet workload expectations

• Work-life balance difficult when working 80% x 2
Potential Solutions

• Clearly defined and regularly revisited expectations

• Clearly defined lines of authority and communication

• Creative positions
Creative Positions

• Part-time job sharing
  – Form of part-time employment in which one position is filled with two or more part-time employees.

• Academic calendar (9 month) appointment
  – Form of part-time employment in which employee works 9 of 12 months (or 75% effort across 12 months)
Part-time Job Sharing

• Two female faculty share one clinical pharmacy patient care service

• Part-time non-tenure track positions

• Year round patient care service with additional APPEs and two elective courses

AJPE 2009;73(7) Article 135.
Part-time Job Sharing

• Work Schedules
  – Include job share partners in work schedule plans
  – Consistent schedule preferable
  – One partner represents pair for service responsibilities (i.e., committees)
  – Example schedules
    • 2.5 days per week
    • Week on/week off
    • Mon, Tues + Thurs, Fri with alternating Wed

AJPE 2009;73(7) Article 135.
Part-time Job Sharing

- Communication/Organization
  - Regularly via email and phone between job sharing partners
  - Continuity of responsibilities
  - Daily documentation for seamless hand-off

AJPE 2009;73(7) Article 135.
Part-time Job Sharing

• Division of Workload
  – Clearly defined and revisited regularly
  – Ongoing communication
  – Flexibility to support partner

• Evaluation
  – Individually
  – Job share process

AJPE 2009;73(7) Article 135.
Academic Calendar (9 month): Example

• One female with 9-month non-tenure track faculty position

• Flex 75% effort over 12 months

• Consistent schedule of 4 days/week (Thursdays off) with an extra day off every 4\textsuperscript{th} week
Academic Calendar (9 month)

• Teaching load adjusted

• Available to APPE students by phone on days off

• Faculty practice “partner” serves as onsite contact for APPE students
Academic Calendar (9 month)

• Works more efficiently now in 4 days than previously in 5 days

• Concern about promotion with unique position

• Much more balanced and happy
Work-life Balance

“If I only knew THEN what I know NOW…”
Remainder of Session: 2 Cases & Discussion

• Speakers
  – Dr. Nancy F. Fjortoft, Dean and Professor
  – Dr. Debbie C. Byrd, Associate Dean and Professor

• Panelists
  – Dr. Cynthia L. Raehl, Chair perspective
  – Dr. Todd A. Brown, Vice-chair perspective
  – Dr. Charles D. Ponte, Co-funded faculty perspective
  – Dr. Dana A. Brown, Part-time faculty perspective

• Ask the Audience
Part-time Faculty Case

• Pharmacy School has 80 faculty in Pharmacy Practice.
  – Full-time (1.0 FTE) Associate Professor, non-tenure track, calendar year appointment
  – Outstanding clinician who maintains an ambulatory care practice site.
  – Plans to submit request to Department Chair to switch to **0.5 FTE (part-time) status.**
Part-time Case: Perspectives Overview

• Panelists
  – Dr. Cynthia L. Raehl, Chair perspective
  – Dr. Dana A. Brown, Part-time faculty perspective

• Speaker
  – Dr. Nancy F. Fjortoft, Dean perspective
Part-time Case: Chair Perspective

- **Cynthia L. Raehl, Pharm.D., FASHP, FCCP**
  - Professor & Chair, Texas Tech University Health Sciences Center SOP, Amarillo, Abilene, Dallas / Ft. Worth and Abilene

- *I only knew THEN what I know now*
  1. Career Wellbeing: Choose Your Boss Carefully!
  2. Social Wellbeing: The Best of Times. The Worst of Times. All swept up into relationships.
  3. Financial Wellbeing: Give generously and give often!
  5. Community Wellbeing: Engage in ____.

Part-time Case: Faculty Perspective

• **Dana A. Brown, Pharm.D., BCPS**
  – Part-Time Associate Professor of Pharmacy Practice and Administration, and Assistant Dean for Academics, Palm Beach Atlantic University Lloyd L. Gregory School of Pharmacy

• “If I only knew THEN what I know now”
  – Setting limits & time management
  – Planning for promotion
  – Finding time for scholarship
Part-time Case: Dean Perspective

• Nancy F. Fjortoft, Ph.D.
  – Dean and Professor Midwestern University Chicago College of Pharmacy

• “If I only knew THEN what I know now”
  – Able to fill newly vacant 0.5 FTE position?
  – Office space?
  – Permanent or temporary change?
Part-time Case: Ask the Audience

• Switch from Full-time to Part-time
  – (0.5 FTE) status as non-tenure track assistant professor.
Co-funded Faculty Case

• School of Pharmacy affiliated with academic medical center.
  – Several 50/50 co-funded pharmacy faculty positions already exist in pharmacy practice department.

• Full-time calendar year associate professor (100% school funded) in non-tenure track maintains an inpatient oncology practice at the affiliated academic medical center.
  – Plans to submit request to Department Chair for transition to co-funded (50/50 shared) with Academic Medical Center (or health-care system)
Co-funded Faculty: Perspectives Overview

• Panelists
  – Mr. Todd A. Brown, Vice-Chair perspective
  – Dr. Charles D. Ponte, Co-funded faculty perspective

• Speaker
  – Dr. Debbie C. Byrd, Faculty perspective
Co-funded Faculty Case: Vice Chair Perspective

- **Todd A. Brown MHP, R.Ph.**
  - Vice Chair, Department of Pharmacy Practice
  Northeastern University Bouve College of Health Sciences
  - Increased positions as Acting Department Chair (7/07 - 7/09)
  - Currently responsible for maintaining co-funding agreements and billing co-founding partners.

- “If I only knew THEN what I know now”
  - Extremely positive feedback from practice sites
  - Expect the unexpected
  - Challenges with billing arrangements/salary changes
Co-funded Faculty Case: Faculty Perspective

• Charles D. Ponte, PharmD, DPNAP, FAPhA, FASHP, FCCP
  – Professor of Clinical Pharmacy and Family Medicine
  Robert C. Byrd Health Sciences Center West Virginia
  University Schools of Pharmacy and Medicine
  • Co-funded position for 30 years (Schools of Pharmacy & Medicine)

• “If I only knew THEN what I know now”
  – Don't mess with success
  – Seek academic and practice mentorship
  – Develop and maintain credibility
Co-funded Faculty Case: Faculty Perspective

- Debbie C. Byrd, PharmD, BCPS
  - Professor and Associate Dean of Professional Affairs, University of Tennessee, College of Pharmacy

- “If I only knew THEN what I know now…”
  - Determine faculty member's purpose/rationale for change
  - Consider other potential solutions to meet faculty member's needs.
  - Trial alternative solutions before making permanent switch to co-funded position.
Co-funded Case: 
Ask the Audience

• Full-time tenure track assistant professor switch to Co-funded status
General Audience Questions