

POLICY NUMBER: UFCD 4.09

CATEGORY: Finance

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SUBJECT: University of Florida College of Dentistry Faculty Practice Participation Adjustments and College Faculty Assignment

TITLE: Faculty Assignment Changes and Adjustments in Faculty Practice Participation

DATE: 1/18/2007 (Revised: June 22, 2016)

REVIEWED: Updated version reviewed and approved on June 23, 2016

ORIGINAL APPROVING AUTHORITY: Dean Teresa A. Dolan, Executive Advisory Board

APPROVING AUTHORITY FOR REVISIONS: Dean A. Isabel Garcia, Chairpersons

CUSTODIAN: Jean M. Sweitzer, Executive Director (273-5787 or email:

[jsweitzer@dental.ufl.edu](mailto:jsweitzer@dental.ufl.edu))

**Policy:**

There is a formal process to be followed for establishing and/or modifying the assignment of faculty, including practitioners in Faculty Practice and other clinics. This applies to new faculty members as well as existing faculty members. “Faculty Practice” in this usage applies to the clinical faculty practice that includes Endodontics, Orthodontics, Operative, Prosthodontics and Periodontology. This policy and procedure also applies to the faculty practice components in all other clinical departments and community-based clinics as well.

**General Procedures:**

UF Regulation 7.010 (b) states “When first employed, each faculty member shall be informed in writing of what is expected of him or her, generally, in terms of teaching, including extension work, research and other creative activities, and service, and if there are any specific requirements and/or other duties involved. If and when these expectations change during the period of service of a faculty member, that faculty member shall be informed in writing of the change and shall be afforded an opportunity to discuss the assignment prior to its effective date.” Faculty assignments, including participation in Faculty Practice, are subject to change based on the needs of the college and/or departments, or at the request of an individual faculty member. Failure on the part of the faculty to accept faculty assignment in any mission will result in disciplinary action. Faculty may utilize the

university appeal and grievance process if faculty disagree with this action.

Faculty members with appropriate qualifications are given the opportunity or may be required as a condition of initial employment to participate in the clinical practice of dentistry through the College of Dentistry's Faculty Practice or other clinics. Faculty Practice is primarily a self-funded enterprise requiring the number of participants sharing in expenses be both sufficient and relatively stable. Changes to the faculty practice practitioner schedules and schedules in other clinics have ramifications throughout the college.

Access to the faculty practice/clinical environment is provided for a number of reasons, which include:

- 1) Development and management of clinical expertise in the prevention, diagnosis and management of oral diseases and conditions.
- 2) Evaluation and gaining hands-on experience with new products, materials and equipment.
- 3) Opportunity to supplement salary through the provision of patient services.
- 4) Contributing to the positive financial position of the respective practice to supplement other college and/or departmental needs including education, research and service through a college and/or department assessment on revenues.

Either increasing or decreasing assignments requires written approval and/or acceptance by the Chairperson of the faculty member's department, the Director of Faculty Practice (where appropriate) and the Dean.

For either an increase or a decrease in assignment, initial discussions must occur between the practitioner and his or her Departmental Chair. If the Chair has proposed the request or supports the faculty member's request, he or she will initiate conversations with the Director of Faculty Practice (where appropriate) and Dean.

A formal, written request should be submitted to the Dean. The request should include at minimum:

1. A financial projection of the impact on the participant and the practice
2. A revised departmental schedule showing the impact of the changes on other faculty
3. A draft of a letter of agreement with the practitioner describing the potential changes
4. A letter from the Director of Faculty Practice (where appropriate) noting his or her recommendation

At that point the Dean may approve the request, deny the request or request additional information.

### **Increasing participation assignment**

The primary challenges with increasing participation assignment are ensuring sufficient resources (including patient demand) within faculty practice or other clinics to support additional time, and ensuring sufficient faculty coverage for departmental responsibilities with the decrease in time available for assignment to other departmental efforts.

There is a cost to departments when faculty members increase their faculty practice/clinic assignment. An increase in faculty practice/clinic assignment decreases the time available for other departmental assignments, including teaching. To recognize that cost, in Faculty Practice an additional fee will be required that is returned directly to the department. These funds are then available for the discretionary use by the Chair of the affected department. Other clinics may use this model at their discretion.

*This additional fee is to be established, and may be adjusted, at the discretion of the Chair.* However, the fee should be established so that it will generate **at minimum** a return to the department of at least \$10,000 annually for general dentists and \$12,000-\$14,000 annually for specialists (depending on the specialty) for each additional half-day of practice. The fee will be taken from clinical collections generated by the faculty member. The actual amount must be determined at the time that the change to participation is made and must be clearly identified in the written approval/acceptance. It is in addition to any other departmental or college assessments that may have already been established or may be established in the future for faculty practice participants. Any new college or Faculty Practice compensation plans or calculations may supersede this fee. The fee will be paid monthly to the department. This fee is credited to the department's general AEF balance.

No additional state or other college funds will be allocated to the department to cover any shortfalls in departmental needs due to the shift of faculty assignment time to faculty practice or other clinical practice. It is anticipated that funds generated from this fee would be used to fund any shortfall in faculty effort, if necessary. Therefore, the decision to allow an increase must be driven in part by the knowledge that the individual practitioner will be able to produce enough billings to ensure the fee can be covered and sufficient to hire additional (most likely part-time) faculty if necessary to meet departmental expectations.

### **Decreasing participation assignment**

Decreases to faculty practice/clinic assignment may decrease the number of half-days a practitioner participates or it may remove the practitioner entirely from the practice.

The primary challenge with decreasing participation is ensuring that there remain sufficient practitioners within the faculty practice to support the expenses and to ensure sufficient practitioners to support patient demand.

Department Chairs are expected to initially discuss potential changes with their faculty. If the Chair finds that a change would be beneficial to the individual faculty member, the department and potentially the college, they should meet with the Director of Faculty Practice (where appropriate) to discuss potential concerns. The Director of Faculty Practice should then forward a recommendation to the Dean for possible approval. The recommendation should also include the suggested reduction in AEF salary supplement commensurate with the reduction in faculty practice time.