

UNIVERSITY OF MICHIGAN
GENDER IN SCIENCE AND ENGINEERING

REPORT OF THE
SUBCOMMITTEE ON
FAMILY FRIENDLY POLICIES AND FACULTY TRACKS

MARCH 2004

1.0 Charge and Committee Composition

The Subcommittee on Family Friendly Policies and Faculty Tracks of the Committee on Gender in Science and Engineering was charged to:

- Examine institutional policies and practices related to work-family issues and appointment of faculty to the three tracks (instructional/tenure, clinical, research), focusing on the schools/colleges with substantial numbers of faculty in science and engineering disciplines (LSA, Engineering, Medicine, Dentistry, Pharmacy, Public Health, Nursing).
- Recommend goals for improved policies and practices.
- Identify potential measurable outcomes and methods.

The subcommittee was chaired Allen Lichter, Dean of the Medical School. When Allen Lichter, Dean of the Medical School was on administrative leave, Peter Polverini, Dean of the School of Dentistry assumed the leadership of the subcommittee. The subcommittee comprised: Allen Lichter, Dean of the Medical School; James Bean, Engineering; Michael Boehnke, Public Health; Christy Carter-Su, Medical School; Peter Polverini, Dentistry; Abby Stewart, LSA Psychology; and Lars Stixrude, LSA Geology. Staff support to the committee was provided by Carol Jarema for Dr. Lichter and Diane McFarland for Dr. Polverini. The committee met from September to March. The members evaluated current University of Michigan policies and practices and surveyed both public and private peer institutions.

2.0 Executive Summary

As competition to recruit and retain the most highly qualified faculty becomes increasingly intense, it is essential that the University of Michigan remain in the first rank in all of the things it offers to its faculty. Currently, we offer the many benefits of a world-class research university, a community with an excellent quality of life, cultural opportunities that greatly exceed those found in other cities the size of Ann Arbor, excellent benefits, and competitive faculty salaries.

However, when compared to some of our peer institutions, UM is increasingly non-competitive in its policies related to the family needs of many faculty. These needs are not limited to junior faculty, or to women, but addressing these needs plays an especially important role in recruiting and retaining outstanding women faculty.

Many current University policies are dated and, in the present environment, are beginning to undermine our competitiveness in a variety of ways. The University lags seriously behind a number of institutions in particular policies, including the University of California, Princeton, Harvard, the University of Wisconsin, MIT, the University of Iowa, and MSU. Within the University, LSA and Engineering have adopted policies that are more generous than University policy. We recommend that University policies be brought into alignment with these more generous policies.

Birth or Adoption of a Child

(or care of a spouse/family member)

- A faculty member who becomes a parent, through birth or adoption is entitled, upon request, to a period of modified duties, without a reduction in salary.
- An untenured tenure-track faculty member may request a delay in the tenure review in recognition of the demands of caring for his/her newly born or adopted child or because of the critical illness of the faculty member or of his/her partner, child, or parent.
- A tenured or tenure-track faculty member may request a reduction of his or her appointment in recognition of the demands of caring for a newly born or adopted child, or for a child, partner or parent requiring time-consuming care.

Military Leave

- The University of Michigan will provide supplemental pay and benefits to make up the difference between the reservist's military pay and benefits and the salary and benefits they were receiving from Michigan.

Faculty Tracks

- The “clinical” and “research” adjectives be utilized in formal personnel paperwork within the University, but for routine communications a Clinical Assistant, Associate or full Professor and a Research Assistant, Associate, or full Professor be known by *rank* and not *track*.
- Clinical and Research track faculty should have full representation on appropriate School/College and University committees.
- Clinical and Research track faculty should have full access to internal University grants and programs
- Clinical and Research track faculty should be entitled to the Emeritus title.
- Clinical and Research track faculty at the full Professor level should be eligible for tenure if scholarly work, teaching, clinical efforts, and organizational service justify this award.

Track Switches

- Requests for faculty to change tracks will continue to be handled on a case-by-case basis.

Day Care

- Additional on-campus daycare centers be provided, whether in existing buildings or through new construction. Any new campus facilities would have preferential admissions for University of Michigan faculty, staff, and students while not excluding the community if space permits.
- When any new University facilities are being considered, provision of daycare facilities should be taken into consideration and incorporated into the design and construction of the building.

Residency Policy

- The committee recommends that when new faculty and staff are recruited to the University from out of state that they be immediately granted residency status for the purposes of assessing tuition for their family members.

3.0 Current University of Michigan Policies that Accommodate Family Needs and Obligations

The policies detailed in this section are already in place at the University of Michigan. They are intended to address the issues related to the impact that childbearing and childrearing have on faculty members. In most cases, these policies may also be extended to other family needs, such as the care of a sick spouse or parent. This material is provided as background for the forthcoming recommendations.

We propose to address the limitations noted in these policies by recommending policies (section 4.0) that are more flexible and extensive. Our proposal is patterned after policies currently in place in LSA and Engineering. We believe it would be desirable for these policies to be in place University-wide.

We have reviewed information from the University of Michigan's state comparison institutions (Michigan State and Wayne State), as well as comparable public institutions (UC, Iowa and Wisconsin) and private institutions (Harvard, MIT and Princeton). In each of these areas (and others, e.g., provision of campus child care and availability of reduced appointments), one or another of these institutions provides broader and more generous coverage.

Sick Leave (which is how we handle maternity leave)

The sick leave policy provides for a paid leave during the period of disability connected with childbirth. The period of time is very much driven by the circumstances of the individual and the recommendations of her physician, but the general rule is six weeks. Additional time is possible when supported by a physician's statement. The maximum period of paid sick leave varies according to the individual's length of service. A faculty member who has been here less than two years is entitled to a maximum period of three weeks (short-term sick leave); a faculty member who has been here more than two years but less than ten years is entitled to a half year at full pay and then an additional half year at half pay; a faculty member who has been on the staff for more than ten years is entitled to one year at full pay and then one year at half pay. This policy is described in the Faculty Handbook, section 16.2.8, available on-line at <http://www.umich.edu/~provost/handbook>. The policy itself is in the Standard Practice Guide (SPG), section 201.11-1, also available on-line at <http://umich.edu/~spgonlin>.

Key limitations:

- no provision for men who wish to take time off after the birth or adoption of a child or who need to care for the spouse/child
- no paid leave for adoption

- policy built on the notion that childbirth is tantamount to an illness and that the work-relevant issues associated with parenthood are related exclusively to physical health. Among other problems this creates it equates non-problematic pregnancy and childbirth with complications of pregnancy and childbirth that in fact have serious physical health implications that would appropriately be dealt with under a sick leave policy.

Leave without pay (1984)

Both male and female faculty members are eligible for a leave without pay of up to one year for a number of reasons, including child care (per the SPG, this would be following the birth of the staff member's child or the adoption of a child who is under age six). Leaves in excess of one year and any extensions of leaves beyond one year may be granted only by the Regents. See SPG 201.30-1.

Key limitation: no pay

Modified Duties (1992)

A faculty member who gives birth, i.e., this policy is for biological mothers only, is entitled to a period of modified duties following the birth of a child. This is an entitlement (the language is "shall, upon request, be granted..."). Modified duties is defined to mean, "at a minimum, that the relevant academic unit shall be responsible for arranging for relief from direct teaching responsibilities for the academic term which includes the anticipated sick leave period." The policy specifically provides that "[a]cademic units may define modified duties more broadly than the minimum requirements set forth in this policy." The policy is described in the Faculty Handbook, section 6.3.2, available on-line at <http://www.umich.edu/~provost/handbook>. The policy itself is in the SPG, section 201.93, also available on-line at <http://umich.edu/~spgonlin>.

Key limitations:

- not available to men who are primary caretakers
- not available for adoption
- limited to term in which child is expected to be born

Stopping the Tenure Clock (1990)

This is a two-pronged policy: 1) a woman who bears a child must be granted a year off the tenure clock on request to the dean; 2) a faculty member (male or female) who experiences dependent care demands that seriously affect the time and energy available to devote to professional responsibilities may be granted a year off the tenure clock at the discretion of the dean. This policy is explained in the Faculty Handbook, section 6.3.3, Web site above. The policy itself is in the SPG, section 201.92.

Key limitations:

- no absolute entitlement except for childbirth
- may be taken only once regardless of the circumstances
- may not be taken during the final year of the tenure probationary period
- all requests must be made before the date which has been communicated to the faculty member as the date on which the unit will initiate the tenure review

4.0 Proposed Uniform UM Policies Addressing Family Needs of Faculty

These proposed policies were designed to provide more comprehensive support to faculty in meeting their family needs, to cover a wider range of family demands, and to provide greater flexibility to faculty in meeting both their career and family obligations. Similar policies have already been adopted by LSA and the College of Engineering.

4.1 MODIFIED DUTIES

A faculty member who becomes a parent is entitled, upon request, to a period of modified duties, without a reduction in salary. This period is designed to permit the faculty member a period of adjustment to the parenting needs of a newly born or adopted child. “Modified Duties” includes relief from direct teaching responsibilities for an academic term. The faculty member is normally expected to fulfill his or her other responsibilities and to maintain research activity. The precise responsibilities that are relieved may differ for faculty with a different mix of duties (e.g., those with clinical responsibilities). Faculty members may face caregiving demands that are not associated with parenting, particularly at later stages in their careers. While this policy does not formally cover those situations, departments are encouraged to make arrangements for appropriate temporary modifications of duties that make this caregiving possible, without reduction in salary.

Terms/Eligibility: Modified duties are available to a member of the faculty (tenure-track or tenured) who becomes a parent and who has at least co-equal caregiving responsibilities for an infant or adopted child. The period of modified duties must be taken within 12 months of a child joining the family, whether by birth or adoption. Modified duties are available immediately upon employment at the University. If both parents are employed at the University in a rank eligible for this benefit, each may take a period of modified duties for a particular child. A faculty member may take one term of modified duties for each child added to the family. Eligibility for modified duties is not affected by a faculty member’s use of Sick Leave (SPG 201.11-1) for health circumstances associated with pregnancy and childbirth. Modified duties as outlined here would be the minimum requirement. Academic units may define modified duties more broadly as appropriate to their needs.

4.2 DELAYING THE TENURE REVIEW

An untenured tenure-track faculty member may request a delay in the tenure review in recognition of the demands of caring for his/her newly born or adopted child or because of the critical illness of the faculty member or of his/her partner, child, or parent. Delaying the tenure review means that a faculty member’s review is delayed for a maximum of two years. Faculty who benefit from this policy are expected to fulfill their normal responsibilities during the time the tenure review is delayed unless they have been also granted a period of modified duties or unless other arrangements have been made.

Terms/Eligibility: Delay of the tenure review is available to a faculty member who has substantial caregiving responsibilities for his/her newly born or adopted child; who has

substantial caregiving responsibilities for his/ her critically ill partner, child, or parent; or who is critically ill. The delay of the tenure review must begin within one year of a child joining the family, whether by birth or adoption. Events occurring in the final year of a faculty member's tenure probationary period (normally, year six of the appointment) may not be the basis for a request for application of this policy. All requests under this policy must be made before April 1st of the year in which the tenure review is to begin in the fall.

An eligible faculty member may delay the tenure review by one year for each newly born or adopted child, up to a maximum of two years. If both parents are eligible to delay the tenure review under this policy, they may both delay the tenure review for one year for the same child. Each delay must be for a one-year period. Regardless of the combination of circumstances or of the policy under which the review is delayed, two years is the maximum delay, and in any event the delay may not extend beyond a total of eight years of service unless explicitly approved in writing by the Provost.

A faculty member who receives two delays of the tenure review and is not awarded tenure may be appointed for a terminal year to a non-tenure track position if such appointment is explicitly approved by the Provost in writing.

4.3 REDUCED APPOINTMENT

A tenured or tenure-track faculty member may request a reduction of his or her appointment in recognition of the demands of caring for a newly born or adopted child, or for a child, partner or parent requiring time-consuming care. Taking a reduced appointment means that a faculty member reduces his or her appointment to half or three-quarter-time status (with a proportionate reduction in pay). This reduced appointment may be for a maximum period of two years for faculty without tenure. Faculty on a reduced appointment will have significantly reduced classroom teaching responsibilities, to be negotiated with the department and the Associate Dean for Academic Affairs, and are expected to devote the bulk of their time to scholarly research and student advising. Service obligations should be minimal, and at most, consistent with a proportional (50% or 75%) appointment.

Terms/Eligibility: A reduced appointment is available to a faculty member who becomes a parent and has substantial caregiving responsibilities for an infant, child, partner or parent requiring time-consuming care. In the instance of a reduced appointment related to the addition of a child to the family, the reduced appointment must begin within one year of a child joining the family. If both new parents are eligible to take a reduced appointment under this policy, both may take a reduced appointment in connection with the arrival of the same child. Events occurring in the final year of a faculty member's tenure probationary period (normally year 6 of the appointment) may not be the basis for a request for application of this policy. All requests under this policy must be made before April 1st of the year in which the tenure review is to begin in the fall.

With the exception of the Military Leave Policy (section 5.0), two years is the maximum period that may be excluded from the countable years of service during the probationary period of a tenure-track faculty appointment. Faculty on a reduced appointment under this policy may not be employed outside the University during the period of reduced appointment except for consulting consistent with the University policy on consulting.

A faculty member who receives two delays of the tenure review and is not awarded tenure may be appointed for a terminal year to a non-tenure track position if such appointment is explicitly approved by the Provost in writing.

Though written to apply to instructional track faculty, schools and colleges having a substantial cohort of clinical or research track faculty may extend these policies to those groups.

5.0 Military Leave

When faculty who are military reservists are recalled to active duty, it is both a personal and financial strain on the family. The expenses and obligations held by the faculty member, e.g., mortgage, car payments, tuition, continue though the remuneration is often substantially less. With the increased number of our community affected by military recall since 9/11, the committee felt it was appropriate to address this as a family friendly issue.

We recommend that the University of Michigan provide supplemental pay and benefits to make up the difference between the reservist's military pay and benefits and the salary and benefits they were receiving before being recalled for up to one year, with the reservist having the ability to petition for a second year of pay and benefits if they are involuntarily kept on active duty.

If an untenured instructional-track faculty member is recalled to military service we further recommend that the time in service be excluded from the tenure-relevant years of service to the University. In this way, any delay in the tenure review owing to involuntary military service would not prevent any other delays in the tenure review that were appropriate in an individual case. In addition, we recommend that the returning faculty member be permitted to request an additional semester/year of time that may be excluded from the tenure-relevant years of service, in recognition of the possibilities of a need both for a period of adjustment, of re-orientation of scholarship, and/or time to re-establish a research program or lab.

Background/rationale: This recommendation for military leave would apply specifically to military reservists who are involuntarily recalled to active duty. Most reservists are recalled to active duty for one year, with the possibility of this being extended for a second year.

Currently, federal law states that any military reservist recalled to active duty must be allowed to go, and he or she is legally entitled to return to the same position of employment that he or she left when recalled. However, employers are under no obligation to continue to pay the employee's salary or benefits while he or she is away on active duty.

Many private companies have continued to pay their employees who were reservists recalled to active duty after 9/11. Some companies pay their employees their entire salary, while others make up the difference between the reservist's military pay and civilian pay. Also, the length of time that companies are willing to pay their employees while on active duty varies. Some companies pay their employees for their entire time on active duty, while others pay only for one year or six months.

The University of Michigan currently does not permit supplement of any faculty member's salary while s/he is on military duty, even if serving as a result of involuntary recall. Some other universities do compensate faculty. For example, at Harvard the

faculty member's department must pay a supplement to the regular salary for 90 days, but the President announced in January 2003 that the University would cover the pay supplement from day 91 to the end of 2003 or to the end of the service, whichever happens sooner. The University of California provides supplemental pay for 365 days (equal to the difference between military pay and University salaries) for "active military service resulting from the September 11, 2001 attacks on our nation."

6.0 Faculty Tracks

The University of Michigan currently has three faculty tracks: the instructional track (tenure track), primary research track, and the clinical track. Each of these tracks meets a particular need of the University and faculty are appointed to a particular track based on their career goals and aspirations and the school or college's needs. Work and family issues should not be the determinant of placement on a particular track. No track should be considered of secondary status or a "dumping ground" for any perceived reason of "not cutting it" in another track.

In further keeping with the philosophy that the three faculty tracks each contributes in a fundamental way to the mission of the University, the committee makes the following recommendations regarding the Primary Research Track and the Clinical Track. If approved, these policy changes will help de-stigmatize these tracks as being of second class status with respect to the instructional track.

- **The "clinical" and "research" adjectives be utilized in formal personnel paperwork within the University, but for routine communications a Clinical Assistant, Associate or full Professor and a Research Assistant, Associate, or full Professor be known by *rank* and not *track*.**
- **Clinical and Research track faculty should have full representation on appropriate School/College and University committees.**
- **Clinical and Research track faculty should have full access to internal University grants and programs**
- **Clinical and Research track faculty should be entitled to the Emeritus title.**
- **Clinical and Research track faculty at the full Professor level should be eligible for tenure if scholarly work, teaching, clinical efforts, and organizational service justify this award.**

The committee strongly advocates that where work and family issues are a concern that Family Friendly Policies facilitate each faculty member being able to succeed in the track to which he or she is appointed.

7.0 Track Switching

Currently, there are no established policies or practices on faculty members changing tracks from instructional to research and vice versa. Some units have indicated that this phenomenon may be happening in special cases when instructional faculty members need extra time to build up their research resume for tenure purposes.

The committee surveyed fourteen competitor institutions from across the country on the instances of faculty changing tracks. Results from this survey indicate that changing tracks happens very infrequently, and is rarely accounted for in institutional data collection.

The committee's recommendation for faculty changing tracks is to continue to handle any instances on a case-by-case basis.

8.0 Child Care Policies

The focus of the Gender in Science and Engineering Committee is on the recruitment and development of women faculty in Science and Engineering. The Subcommittee on Family Friendly Policies finds issues associated with child care to cross all strata of the University community; faculty, staff, and students. It can be argued that among faculty, junior women faculty are those most profoundly affected, but it is by no means an issue limited to this group.

In 1998 the Child Care Task Force made recommendations to the Provost. Some of these were implemented, e.g., increasing the number of sick days that may be used for family care, that have improved the availability and accessibility of child care services for sick and well children of faculty, staff and students. There continues to be great need to expand on these initiatives.

Among faculty, the most often cited issue related to daycare (recent SACUA survey of the faculty corroborates this) is the need for on-campus daycare facilities. It should be noted that the faculty are not asking for subsidized or even inexpensive daycare, but for high quality daycare in proximity to their workplace. The need for infant and toddler care is the greatest.

Also highly cited is the need for “drop in” daycare for last minute emergencies. This is to be distinguished from the need for sick child care. There are many instances when daycare arrangements fall through at the last minute, the daycare provider is sick, a snow-day closes schools, when the faculty member has no option but to cancel the day’s activities to care for the child.

The recommendation of this committee is that additional on-campus daycare centers be provided, whether in existing buildings or through new construction. Any new campus facilities would have preferential admissions for University of Michigan faculty, staff, and students while not excluding the community if space permits.

In addition, when any new University facilities are being considered, provision of daycare facilities should be taken into consideration and incorporated into the design and construction of the building.

9.0 Residency Policy

It is estimated that there are in excess of 6000 children of University of Michigan faculty, staff and students that are between the ages of 18 and 25. For these families, the cost of a university education is an enormous financial stress.

The committee recommends that when new faculty and staff are recruited to the University from out of state that they be immediately granted residency status for the purposes of assessing tuition for their family members.

APPENDICES

A.

Information on Clinical Track

University of Michigan

The Clinical Track began in 1986 and actively contributes to the clinical and teaching missions of the Medical School, as well as scholarship and administration. The ranks are clinical instructor through clinical professor. Although there is no mandated ascension in rank, ascent to senior level titles requires scholarly engagement and productivity as well as excellence in health care and teaching.

Yale University

Faculty Track appointments are made in the Traditional Track, Investigator Track, Clinician-Scholar Track, and Clinician-Educator Track. Non-track faculty appointments may be made at the rank of assistant professor and in the Adjunct, Voluntary, Clinical, Research, and Other Instructional Ranks.

Individuals usually enter the faculty at the rank of assistant professor without assignment to a track. In this way, entry-level faculty have flexibility to test their strengths and to define their interests.

Clinician- Scholar Track – Individuals who achieve excellence as clinicians, teachers, and scholars.

Associate Professor – Candidates for appointment or promotion to this rank must excel in patient care and teaching and must have an emerging national reputation for outstanding scholarship. Appointments are made for terms of up to five years. They may be renewed if clinical productivity, scholarship, and teaching expertise continue and if programmatic needs of the department and school justify renewal. There is no limit to the number of terms a faculty member may serve at this rank, but there is non entitlement to reappointment. Non-reappointment requires one year written notice.

Professor – Candidates for appointment or promotion to this rank must be among the nation's leaders in their field. In addition to excellence in patient care and teaching, they must have produced outstanding, nationally recognized scholarship which has substantially advanced their field. Such appointments will be made on a continuing basis without term. Continuing appointments may be terminated for reasons of financial stringency and with written notice of not less than two years. The strength of commitment conferred by appointment to the rank of professor mandates that candidates have attained the same level of achievement in their domains as candidates for professor in the other faculty tracks.

Clinician-Educator Track – Individuals who achieve excellence as clinicians and teachers. Faculty in this track must play an integral role in the department’s clinical and teaching programs and must also participate in the research endeavors of the School. Support for salary and professional activities is expected to come predominantly from the faculty member’s clinical practice, supplemented as appropriate from department funds. Appointments may be on a full-time or part-time basis. Part-time appointments in this track may be at any percentage of a full-time appointment. University benefits, including leaves, are available only for faculty who are paid by the University for at least fifty percent effort.

Assistant Professor – Candidates for appointment or promotion to the rank of assistant professor must show evidence of excellence in clinical practice and must contribute to educational programs. They must also demonstrate a commitment to the research mission of the School. Appointments are made for terms up to three years. There is no limit to the number of terms a faculty member may serve at this rank, but there is no entitlement to reappointment.

Associate Professor – Must have an outstanding record of patient care and must be exemplary teachers and active contributors to the educational mission of the School. Appointments are made for terms of up to five years. They may be renewed if clinical productivity, scholarship, and teaching expertise continue and if programmatic needs of the department and School justify renewal.

Professor – Must be national or international leaders in their field, as evidenced by scholarship that has had a national impact on clinical medicine or education. The strength of commitment conferred by appointment to the rank of professor mandates that candidates in this track have attained the same level of achievement in their domains as candidates for professor in the other faculty tracks.

UCSF

Professor of Clinical (X) – This series was established in the late 1980’s to recognize outstanding clinician-educators within the University. Appointments in this series are limited in number for each department. In this series it is expected that the individual will contribute with distinction in the areas of clinical excellence, teaching and University public service, as well as make contribution in areas of creative activity. Faculty in the professor of clinical (X) series are on a minimum one-year, renewable contract.

Clinical Professor Series – Voluntary faculty as well as faculty with salary may have appointments in the clinical professor series. The former are required to teach and/or provide patient care for a certain number of hours each year as specific by the school. Faculty in the salaried clinical professor series have the option of working less than 100% time. These faculty are on a one-year, renewable contract.

Johns Hopkins

Johns Hopkins has a one-track system. Clinician educators and scholars are promoted based on their scholarly contributions.

University of Pennsylvania

Clinician-Educator – The four health schools have found it desirable to make long-term, full-time faculty appointments to individuals whose primary responsibilities are in patient care and in the instructional programs of the University rather than in the research activities engaged in by members of the tenured and tenure-probationary faculties.

All appointments are full-time untenured appointments to the standing faculty. All appointees in the clinician-educator category will hold modified titles as Assistant Professor, Associate Professor, or Professor of (clinical specialty).

In each school there are restrictions on the size of the clinician-educator faculty. In the School of Medicine the percentage of clinician-educators in the faculty may not exceed forty percent of the number of standing faculty in the school. In the School of Dentistry, the percentage may not exceed thirty percent.

Duke

The designations of rank for full-time members of the Medical Center faculty are: Associate, Assistant Professor, Associate Professor, and Professor.

Clinical: Denotes practicing physicians and other doctoral level health care providers in clinical departments who receive their remuneration solely or largely from the University and/or the Private Diagnostic Clinic. This classification is not used for health care providers in private practice outside the University.

University of Pittsburgh

Individuals with faculty titles with the “Clinical” prefix generally spend greater than or equal to 90 percent of their effort in clinical practice. The practice may be located inside or outside of the tertiary health center. The faculty title with the clinical prefix obligates individuals to contribute by supervising residents and medical students in their clinical practice or to contribute in equivalent ways. No significant involvement in education at the programmatic level or involvement in research or administrative activities is expected. No University salary or benefits are provided.

Sources of Information:

Yale University: <http://info.med.yale.edu/faculty/FacultyTracks.html>

University of California-San Francisco: <http://www.ucsf.edu/senate/0-office/FacultyHandbook.html>

Johns Hopkins School of Medicine: Mary Foy, Associate Dean/Registrar, mfoy@jhmi.edu

University of Pennsylvania – http://www.upenn.edu/assoc-provost/handbook/ii_b_2.html

Duke University - <http://www.provost.duke.edu/fhb.htm>

University of Pittsburgh – <http://www.dean-med.pitt.edu/facultyaffairs/FacProApp/prefixdescr.html>

B.

Track Switching

**Changing Tracks
Research and Professorial Faculty**

School	Frequency of Changing Tracks
Harvard University	There is no distinction between tracks.
Johns Hopkins University	The research and faculty worlds are completely different. Changing tracks does not occur.
University of Pennsylvania	No response.
UC-SF	No response.
Yale	Yale has research and ladder faculty, but they are not distinguished as tracks. For instance, they do have research scientists who are not ladder faculty. Occasionally a faculty member will retire from their professorship and be appointed, in addition to their emeritus position, as a senior research scientist in order to maintain the ability to secure grant funds in their name. Other than that, there is very little movement between the cohorts of ladder faculty and research scientists.
Columbia	Changing tracks happens very rarely. Some faculty may switch to a research appointment when they resign or their appointment ends until their grant(s) end.
Washington University	No response.
University of Washington	From spring quarter 1999 to winter quarter 2004, 47 faculty members have changed from the research track to the tenure track. During the same time, only 3 faculty members changed from the tenure track to the research track.

Stanford	<p>Over the last five years 6 Stanford faculty members made a faculty line transition:</p> <ul style="list-style-type: none"> 3 non-tenure line faculty became tenure line faculty 1 tenure line faculty member became a member of the non-tenure line 1 non-tenure line faculty member became a member of the Medical Center Line 1 Medical Center Line faculty became a member of the tenure line <p>Summary of Faculty Lines:</p> <ul style="list-style-type: none"> Tenure line faculty - Assistant Professor - Associate Professor
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Stanford (cont.)	<p>- Professor</p> <p>Non-tenure line faculty</p> <ul style="list-style-type: none"> - Assistant Professor (Research) - Associate Professor (Applied Research, Clinical, Performance, Teaching, Research) - Professor (Applied Research, Clinical, Performance, Teaching, Research) <p>Medical Center Line faculty</p> <ul style="list-style-type: none"> - Assistant Professor (MCL) - Associate Professor (MCL) - Professor (MCL)
Duke University	Numbers are very low, less than ten outside of the Medical Center.
University of Pittsburgh	No data available.
Georgia Tech	No data available.
UC- Berkeley	No hard data available, but it is not a very common phenomenon, just a very few unique cases.
MIT	<p>The movement from research to faculty and faculty to research doesn't happen very often at MIT. In the past 5 years, 8 researchers moved to faculty ranks (2 women, 6 men) and 6 faculty moved to research (2 women, 4 men).</p> <p>Reviewing the moves from faculty to research, it seems most of the situations occur when a faculty member did not get tenure and they were given a special one-year appointment in research -- giving them an opportunity to build their portfolio so to speak before seeking a faculty appt at another institution,.</p> <p>Of the researchers who moved to faculty, most were successful researchers who were then appointed to the faculty. Two of the researchers who later became faculty were here in research labs for a quite a long time (10 years plus) before joining the faculty, the others were on the research track a very short time.</p>

Sources:

The Provost's Offices at the noted institutions were contacted for the frequency of faculty members changing tracks.